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I. Introduction:

The purpose of this BOSS desk reference is to provide new BOSS personnel with information and ideas on how to plan, develop and run a successful BOSS program. Veterans of the BOSS program may find it useful for new ideas and general reference as well as for educating members of their installation community. MWR advisors and senior NCOs and command may find it helpful in giving guidance and support to their soldiers as they develop the BOSS program. In other words, this reference is meant to be useful to everyone involved in BOSS.

Remember: this is NOT a book of rules and regulations. This is a supplement to DA Circular 608-97-1,and AR 215-1 Paragraph 8-20c designed to fill in the gaps and flesh out concepts for running a successful BOSS program. These are only suggestions and ideas pulled from the experiences and knowledge of soldiers, MWR advisors and command involved in both successful and struggling BOSS programs. This desk reference gives no authority or mandate for the information presented within, but only the hope that it will be useful if the information is applied correctly to the appropriate situation.

We have done our best to include examples and case studies, keeping in mind that each MACOM, installation, unit and individual soldier has a different mission and therefore each BOSS program will be different. Just as the Army and BOSS span the globe, we hope that this desk reference will do the same and help everyone involved in BOSS in one way or another.

If you have any suggestions to improve or update the reference, please contact the Army BOSS office at 703-681-7214, DSN 761-7214.

The Cast

Ft. Hooah: a large CONUS installation
MG Horace Bailey: installation CG
CSM Loretta Smith: installation CSM
LTC Fred Pike: DPCA
Tanner McGee: BOSS MWR Advisor
SGT Lawrence J. Trolled: BOSS President
PFC Walter Chang: BOSS Vice President
SPC Melissa Bettner: BOSS Secretary (3/14th ADA)
PFC Jose Mendez: BOSS Treasurer
SPC Bill Parsley: BOSS Brigade Representative (3rd Infantry Brigade)
SGT Robert Lucci: Chair, Community Events Committee
CPL Tiffany Brook: Chair, Single Soldier Day Committee
Kenneth Rees: AAFES Manager
Diana Chandler: Youth Services Director

Event: Single Soldier Day (picnic, sporting events, live local bands)

Timeframe: 9 August 1999 (Friday)
Begin planning in late February, early March

Well being issues: brought up by SPC Parsley
issue: parking spaces for soldiers living on post
lighting for parking

Community Service: co-sponsor Easter Egg Hunt with Youth Services
work with Bannock Street Center on Big Brothers/Big Sisters

Committees:
Brainstorming
Planning
Publicity
Finance
Community Events
Single Soldier Day (temporary)

II.   PROGRAM OVERVIEW

      a. What is BOSS?

Better Opportunities for Single Soldiers (BOSS) is a program that supports the overall quality of single soldier's lives. BOSS identifies well being issues and concerns by recommending improvements through the chain of command. BOSS encourages and assists single soldiers in identifying and planning for recreational and leisure activities. Additionally, it gives single soldiers the opportunity to participate in and contribute to their respective communities.

      b. History of the program.

The BOSS program originated in 1989 to respond to the recreational needs of single soldiers aged 18-25 who make up 35% of the Army. As the program was implemented throughout the Army, it became evident that quality of life was the primary concern to single soldiers. In 1991, the Chief of Staff of the Army officially expanded BOSS to include all aspects of soldiers' lives. Some BOSS members then began to express an interest in participating in community service project, which was added as a component of the program. These components, recreation and leisure, well being and community service are the core components of the BOSS program.

      c. Core Components.

        1. Well being for single soldiers deals primarily with those things that the single soldiers can directly or indirectly influence to enhance their morale, living environment, or personal growth/development. Well being issues identified or raised during the BOSS meetings will be directed to the appropriate command or staff agency for resolution on the installation. If an issue cannot be resolved, it will be coordinated with the Army Family Action Plan (AFAP) office for format, content and authentication. Once authenticated, the issue will be forwarded to the MACOM BOSS program managers for coordination with the MACOM AFAP or appropriate command or staff agency.
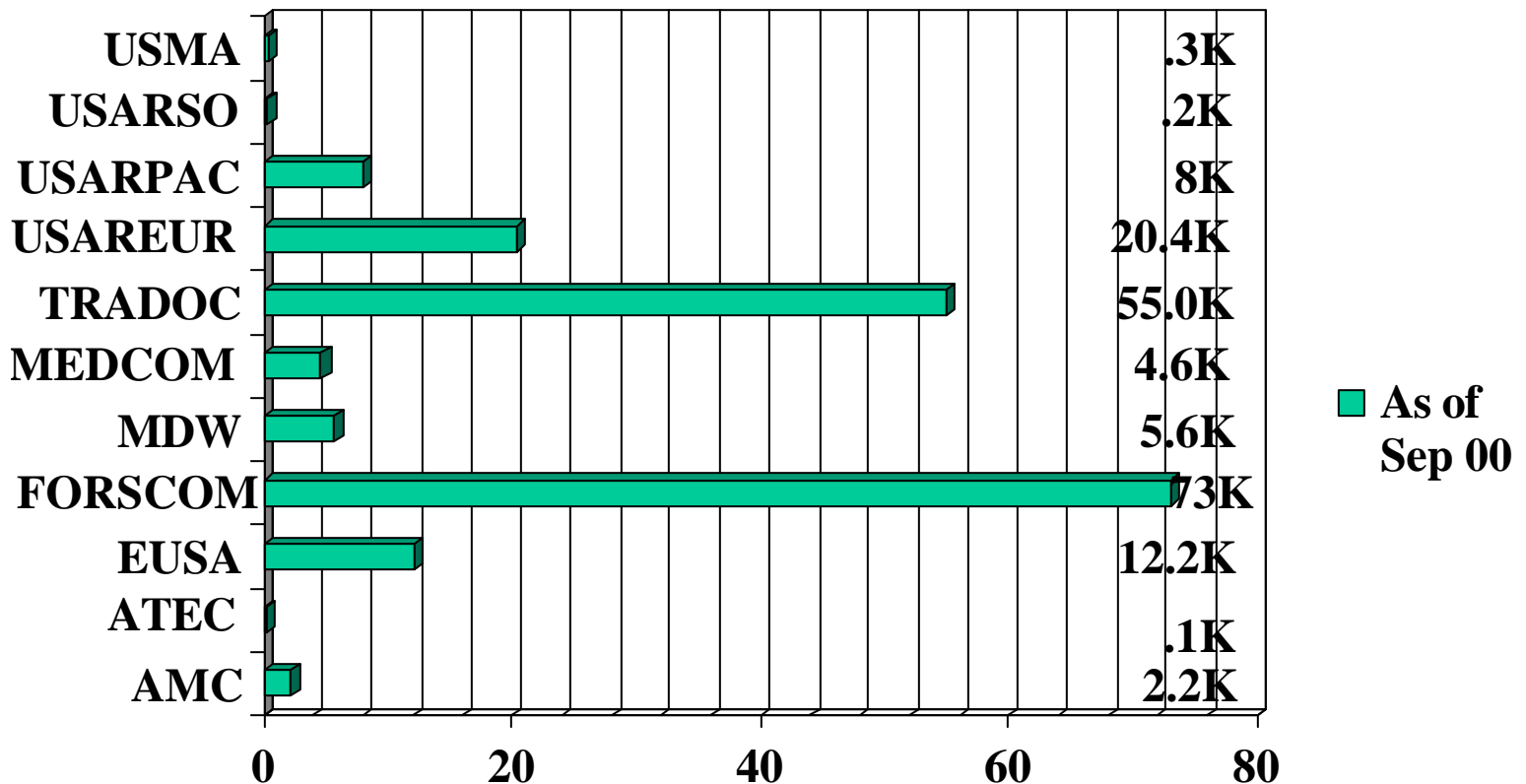
        2. Recreation and leisure activities. Activities may be planned solely by the BOSS Council or in conjunction with other MWR activities. Soldiers will assume the primary role in planning BOSS events. Events should be planned that meet the needs and desires of the single soldier. BOSS representatives should solicit ideas from their unit single soldiers and share those ideas at council meetings. Events will be coordinated with the MWR advisor.

        3. Community Service. BOSS councils may elect to participate in community programs or projects, which make a difference in the lives of others, the community, and ultimately, themselves. This service will be voluntary in nature and in accordance with the installation volunteer program. The program can be implemented in support of existing or established volunteer programs, or programs developed by the BOSS council.

III.   ARMY SINGLE SOLDIER DEMOGRAPHICS
         Graphic chart showing the population of the single soldiers broken down to the
         MACOM level.

Single Soldiers by MACOM (thousands)

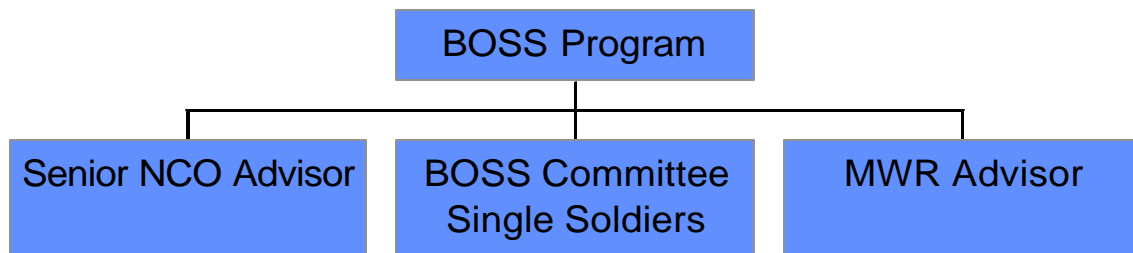| MACOM	As of Sep 00
USMA	.3K
USARSO	.2K
USARPAC	8K
USAREUR	20.4K
TRADOC	55.0K
MEDCOM	4.6K
MDW	5.6K
FORSCOM	73K
EUSA	12.2K
ATEC	.1K
AMC	2.2K

The counts are based on the MACOM who owns the installation, not the MACOM of assignment of the soldier (i.e., FORSCOM soldiers on TRADOC posts are counted in TRADOC). Counts are based on catchment areas, or zip codes surrounding installations. The underlying data source is the Defense Enrollment Eligibility Reporting System (DEERS). The Defense Manpower Data Center provides the raw data.

IV.   Responsibilities: These responsibilities are IAW the duties outlined in the BOSS
         circular. The senior NCO advisor, the MWR advisor and the soldier representative
         make up a triangle where all three elements must work together for the BOSS program
         to flourish.

Diagram IV.1:

Primary BOSS Players

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                    ┌─────────────────────┐
                    │    BOSS Program     │
                    └─────────────────────┘
            ┌───────────────┼───────────────┐
┌───────────────────┐ ┌───────────────────┐ ┌───────────────────┐
│ Senior NCO Advisor│ │  BOSS Committee   │ │   MWR Advisor     │
│                   │ │  Single Soldiers  │ │                   │
└───────────────────┘ └───────────────────┘ └───────────────────┘
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a. Senior NCO Advisor. The senior NCO advisor can have dramatic impact on the BOSS program through his or her actions, especially regarding the installation command structure. Because BOSS is a soldier-oriented program, the senior NCO advisor plays a major role in the success or failure of the BOSS program.

1. Guidance. One responsibility of the senior NCO advisor is to provide the BOSS committee with guidance in the operation of the BOSS program. BOSS committees are usually made up of lower enlisted soldiers and a senior NCO advisor can often apply experience, knowledge, ideas and authority the committee may not have to problems or issues that arise. This is especially true of problems or issues that deal with the military, as opposed to the MWR, side of the house.

Example: The Ft. Hooah BOSS senior NCO advisor is CSM Loretta Smith, the post Command Sergeant Major. The BOSS committee wants to have a Single Soldier Day with sporting events, a picnic and a live concert with local bands. They also want to provide beer, but are looking for other ways to attract soldiers to the event. CSM Smith, having seen similar events in the past, suggests that the committee, a) coordinate with the post COD for beer sales to provide control for alcohol consumption, b) look into sponsorship for door prizes to be given away during the picnic and, c) confirm both MP and medical support for the event.

2. Liaison. The senior NCO advisor can also act as a liaison between the BOSS committee and higher command. The senior NCO advisor may have more access to and greater authority with important elements of the installation command structure, thereby getting greater support for the BOSS programs.

Example: CSM Smith is told in her routine BOSS briefing that attendance at BOSS meetings is down and that it is affecting the program. CSM Smith presents the issue at the next CSM meeting and suggests that each CSM look into and correct the problem by making sure each BOSS representative has an alternate and that the appropriate representatives are attending the appropriate meetings without violating their mission-essential duties.

3. Visible Support. One way in which the senior NCO advisor can provide support for the BOSS program is to attend BOSS meetings and functions, thereby visibly showing support for the soldiers and the program. Though senior NCO advisors have many other responsibilities than BOSS, each time they are present at a meeting or function, the senior NCO shows the soldiers that they care and support the soldiers' efforts as well as setting an example for the rest of the command structure. Something as simple as presenting a coin to an outstanding BOSS representative also shows support and concern.

Example: Though CSM Smith is unable to attend every BOSS meeting and function; she has regular briefings scheduled with the BOSS president. In addition, CSM Smith gives the opening remarks at the Ft. Hooah annual BOSS workshop, sits in the BOSS dunking booth during the annual Ft. Hooah summer fair, and holds a quarterly open forum Q&A during one of the routine BOSS meetings. CSM Smith also makes a point to present coins to deserving BOSS representatives at these quarterly open forums or on the spot during a BOSS function.

b. MWR Advisor. The MWR advisor is the second corner of the triangle and, as well, can make or break the program. The MWR advisor represents the MWR side of the house and also provides the continuity necessary to keep the BOSS program running though soldier representatives and senior NCO advisors come and go.

1. Guidance. The BOSS MWR advisor gives the BOSS committee guidance on a number of issues and topics due to the MWR advisor's expertise and training in these areas. These areas include, but are not limited to, finances, purchasing materials, event planning, coordinating resources, marketing, and administrative functions.

NOTE: It is sometimes necessary or just easier for the MWR advisor to just take over certain functions and responsibilities, but it is a disservice to both the soldiers and the advisor not to have the soldiers involved in the process. BOSS is designed to be the soldiers' program and the MWR advisor is there to support and not to run the program.

2. Finances, especially for soldiers unfamiliar with accounting principles and the paperwork of military financial transactions, can be a confusing mess of regulations, forms and deadlines. The MWR advisor, working especially with the president and treasurer, can help the committee track funds, write budgets, and allocate money for specific projects and stay within the regulations. In addition, the MWR advisor is often the only person able to make transactions on the BOSS account, so they are the de facto treasurer and are necessary for any function requiring funds.

3. Purchasing materials is also confusing with no experience, and an MWR advisor can give advice and provide experience and contacts to get the committee the most bang for their bucks. Considering the fact, as stated above, that many MWR advisors are the only people with access to the BOSS accounts, they play a major role in any purchases.

Note: Although the MWR advisor may be the only one with access to the BOSS account, this should not mean the BOSS committee abdicates all responsibility for finances and purchasing to the MWR advisor. The BOSS committee should be involved and have the final say on how the BOSS funds are used.

Example: The Ft. Hooah BOSS committee wants T-shirts to give away at the BOSS Single Soldier Day. Tanner McGee, the Ft. Hooah BOSS MWR advisor, advises the president and treasurer on how much money is available, if the funds can be used to purchase the T-shirts, who he has purchased from in the past, and how long it takes to design and receive the finished T-shirts.

4. Event planning is another area in which an MWR advisor can provide guidance, especially if the advisor is in the recreation field already. Past experience and ideas as to what to plan and how to coordinate resources can be very valuable to the BOSS committee when they plan events, especially regarding regulations and the various pitfalls and complications that can arise even with simple events.

Example: The Ft. Hooah BOSS committee decides to sell beer at the Single Soldier Day. Tanner McGee advises the committee that first and foremost, they need to get permission from the garrison commander, and even if given approval, they themselves cannot purchase and sell the beer for profit at the event pursuant to post regulations. Instead, he suggests, the committee could coordinate with the NCO club to provide a beer stand for the event. Plus, he adds, BOSS should provide additional security and a way of verifying age, perhaps by using wristbands.

5. Marketing is another area where an MWR advisor can provide guidance on how to do it, where to go and what regulations apply. The MWR advisor might review with the BOSS committee what avenues there are for getting information out about a program and help to formulate a publicity plan. The MWR advisor may also have resources available, such as access to a color printer that the BOSS committee might not have.

Example: Tanner McGee suggests to the BOSS committee that they target their audience for the Single Soldier Day and adjust their publicity plan accordingly. Who are you after? Where do they live and what do they read and listen to? On his advice, the BOSS committee focuses on the soldiers in the barracks and designs flyers and posters to put up in the barracks and works with PAO to get a press release sent to the three most popular radio stations in the area.

6. Administrative functions are an area that some soldiers are unfamiliar with as well, so an MWR advisor's guidance can be crucial. Reports, AAR's and a filing system are necessary to maintain a BOSS program and to provide continuity, letters and memos must be sent to various people and an MWR advisor can help with all of these through suggestions, providing examples, editing and advice on content and language.

Example: SGT Lawrence Trelod, the BOSS president of Ft. Hooah, wants to present sponsors of the Single Soldier Day with certificates of appreciation for their help. Tanner McGee, having prepared such certificates before, suggests a format and language for the draft and does a final edit before helping the president print the certificates.

7. Liaison. Similar to the senior NCO advisor, the MWR advisor can provide the BOSS committee with contacts and act as a liaison with other elements and agencies on and off post. Sometimes this can be as simple as suggesting someone to call for a specific issue and sometimes this entails being an advocate for the BOSS program where soldiers might not normally be present.

Example: Tanner McGee brings up the BOSS Single Soldier Day at a DPCA staff meeting and asks LTC Fred Pike, the Ft. Hooah DPCA, for support in posting flyers and posters in the various MWR facilities on post. He also asks the marketing and sponsorship departments to work on getting some good sponsors for the event, specifically for decent door prizes and possibly money for buying BOSS T-shirts to give away, and the sports department for equipment to use for the sporting events for Single Soldier Day. Tanner McGee meets with the BOSS president and gives her the name and number of a friend of his at the local college who teaches music and may know some more local bands interested in playing at the Single Soldier Day.

    c. Soldier Representative: The soldier representative is really the heart of the BOSS program, though the senior NCO advisor and MWR advisor are essential for a successful program. The soldier representative has several basic responsibilities; the most important of which is being a representative to and for the soldiers in his unit. Other responsibilities include being on sub-committees, taking part in functions and programs, and being a resource for soldiers and command alike.

    1. Representation. Being a BOSS representative is a two-part task with the major goal of disseminating information. The soldier representative must represent the soldiers of his unit to the BOSS committee as well as representing the BOSS committee to the soldiers of his unit. This means that if the BOSS committee wants to know if they should plan an event, the representative should find out if the soldiers in his unit are interested in such an event and report the findings back to the BOSS committee. Similarly, if the soldiers in his unit want to see a specific event, the representative should suggest this to the BOSS committee. The flip side is that if the BOSS committee plans an event, the representative should take the information back to the soldiers of his unit and attempt to get them involved in the event as volunteers or attendees. It is a flow of information between the BOSS committee and the soldiers and command of the unit with the unit representative as the conduit. The unit representative should be briefing his or her unit command on a regular basis as well as meeting with the soldiers. In fact, the BOSS representative should take any opportunities available to tell soldiers about BOSS events and information, even if on an informal basis.

    Example: The Ft. Hooah BOSS committee has discussed planned and coordinated the Single Soldier Day. During the discussion stage, SPC Bill Parsley and the other BOSS representatives were asked to find out what sporting events soldiers would want and if they wanted beer served at the picnic. SPC Parsley held a company level meeting and asked for input, receiving a majority of soldiers from his company wanting volleyball, basketball and lots of beer, as well as requests for varied music during the picnic.   Relaying this request during the next BOSS committee meeting, SPC Parsley voted on the sports to be involved and the beer issue. He also suggested getting a DJ for during the picnic before the live concert. The idea was discussed and accepted.

    Now SPC Parsley and the other representatives are given flyers and posters and asked to take back the information to the units. SPC Parsley holds another company BOSS meeting and tells the soldiers what, when and where the event will be held. He also

briefs the 1SG and commander, makes announcements at formations, and puts flyers and posters up on the BOSS bulletin board and throughout the soldiers quarters where he lives.

　　　　2. Committee Work and Involvement. Being on a sub-committee and taking an active role in executing events and programs are other ways for representatives to be involved. Many BOSS committees have sub-committees, both permanent and event-focused, to delegate the responsibilities of planning and executing the events. Representatives can play a major role in building and maintaining a successful BOSS program by being an active member of a sub-committee and by volunteering for some task during the actual event or program. Even if the representative is unable to take on any responsibilities for whatever reason, their presence as an attendee or spectator during the function helps the program because it shows support.

　　　　Example: SPC Parsley requested to be on the publicity sub-committee. He gave input on the design of the flyer for the Single Soldier Day and is part of the distribution team that puts flyers and posters out on post. SPC Parsley also wrote a brief article for the Ft. Hooah Tattler, the weekly post newspaper. SPC Parsley also volunteered to work at the gate for the event, helping to check identification and issue wristbands to people 21 and over. He also plans to help out earlier in the day to set up the stage for the evening concert.

　　　　3. Be a Resource. Being a resource for soldiers and command is a valuable aspect of being a good BOSS representative. This is not only a way to provide help for soldiers and command, but also an easy way to boost public image for BOSS. Representatives tend to be outgoing and knowledgeable, so soldiers in their units often approach them for information even on non-BOSS related topics. Command may also request information from BOSS representatives on various topics. Representatives should familiarize themselves with the post and all activities, military and civilian, as much as possible so they can at least point someone in the right direction if not give a direct answer.

　　　　Example: PVT Adams, a new soldier in SPC Parsley's company is married and having financial difficulties. 2LT Ferguson, PVT Adams' platoon leader, approaches SPC Parsley and asks about getting PVT Adams help with his problems. SPC Parsley suggests that she and PVT Adams talk to his squad leader about going to ACS and getting classes in check writing and money management for himself and his wife.

V. Committee Structure

　　　NOTE: The terms and structure used here are standardized for the purposes of this desk reference. Each installation may have different terms and structures for the BOSS organization depending on what works for the needs of the installation, such as "council" or "assembly" or "board". Committee structure and the terms thereof should all be outlined and detailed in the installation BOSS standard operating procedures (SOP).

　　　a. Eligibility. The BOSS program was designed primarily for single soldiers of all ranks living in the barracks and they are therefore automatically members of the BOSS program. However, installations are free to expand membership to include single soldiers living off-post, single parents, geographical bachelors, and even married soldiers, regardless of rank. Civilians may also be involved if they are single and either contract or DOD employees. Membership in BOSS does not confer representative status, however, because being a BOSS representative is

actually an additional duty, nor does one have to be a member of BOSS to come to events because involvement and attendance at most BOSS meetings and events should be open to any qualified MWR user.

BOSS representatives should be volunteers, should be on orders from their individual units or from the installation, and should have time allotted for their BOSS related duties. In units where there are no volunteers, the unit command should appoint a soldier as representative and provide the same benefits and responsibilities as to a volunteer. Minimum periods of service as a representative, such as 6 months or 1 year, may be established, though the period should be reasonable and take into account the mission and nature of the installation and the majority of units on post.

The installation SOP should clearly state who is authorized to serve on the BOSS committee, hold an elected position and participate in BOSS events. In fact, it is a good idea to look at the demographics of the single soldiers on post to see if one group, such as single parents, are not represented through BOSS or any other organization.

For example, single parents often fall through the cracks because BOSS is seen as a strictly single soldier program due to the type of social activities often held and unit-level family support groups do not typically include single parents. Therefore, BOSS can attempt to bring those single parents in by involving them as representatives and programming activities that focus on the unique needs and interests of single parents.

b. Basic Structure. The basic installation-level BOSS committee structure is an executive board made up of the officers and the committee itself made up of the executive board and all unit representatives entitled to participate. Each unit will have a BOSS soldier representative from MSC (Major Subordinate Command) level down to company level.

The installation SOP should clearly state what the structure and organization of the BOSS committee is and who may participate in what level of the committee.

Diagram V.:

Installation BOSS Structure

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                    ┌─────────────────┐
                    │ Higher Command  │
                    └────────┬────────┘
                    ┌────────┴────────┐
                    │ BOSS Committee  │
                    │ MSC to CO Reps  │
                    └────────┬────────┘
          ┌──────────────────┴─────────────────┐
   ┌──────────────┐                    ┌─────────────┐
   │Executive Board│                   │ MWR Advisor │
   │BOSS Officers │                    └─────────────┘
   └──────┬───────┘
   ┌──────┼──────────────────┬───────────────────┐
┌──────────────┐     ┌──────────────┐     ┌──────────────┐
│     MSC      │     │     MSC      │     │     MSC      │
│Representative│     │Representative│     │Representative│
└──────┬───────┘     └──────┬───────┘     └──────┬───────┘
┌──────────────┐     ┌──────────────┐     ┌──────────────┐
│  Battalion   │     │  Battalion   │     │  Battalion   │
│Representatives│    │Representatives│    │Representatives│
└──────┬───────┘     └──────┬───────┘     └──────┬───────┘
┌──────────────┐     ┌──────────────┐     ┌──────────────┐
│   Company    │     │   Company    │     │   Company    │
│Representatives│    │Representatives│    │Representatives│
└──────────────┘     └──────────────┘     └──────────────┘
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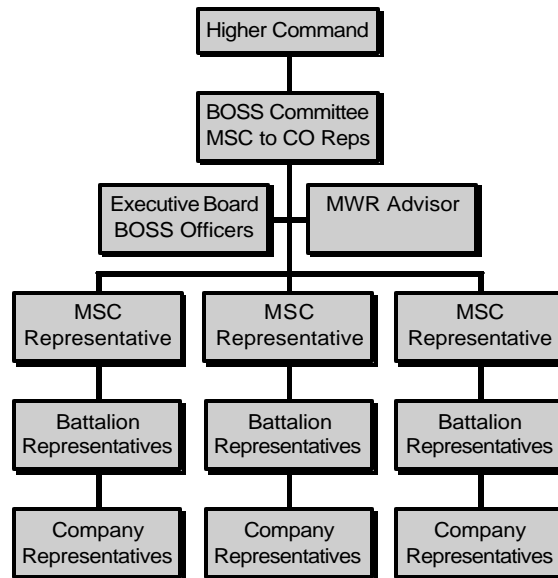
A typical BOSS committee at a larger installation may consist of a separate executive board and installation committee. Medium installations may have an installation committee, but not a separate executive board. Small installations may have only one body, the installation committee, which might only have enough representatives to provide the officers required by the circular. However, the structures depend on the installation needs and resources, so some variation is to be expected.

For example, Ft. Hooah, a large installation, has 200 BOSS representatives. The committee structure consists of an executive board of 20 representatives, which meets separately and regularly, and the entire committee consisting of the members of the executive board and the rest of the BOSS representatives.

Then there is Ft. Rock, a medium installation, with only 50 BOSS representatives. The committee structure there is one where the officers may meet when necessary separate from the entire committee, but there is no separate executive board.

Ft. Flutterkick is a small installation with only 10 BOSS representatives total. Most of the representatives are officers and they only have the installation committee.

c. Officers. Any organization needs officers to function. Officers are elected to take positions of responsibility and accountability in the organization. The BOSS circular requires each BOSS program have at a minimum the four primary officers:

1. President
2. Vice President
3. Secretary
4. Treasurer

However, each installation may add more officers to the committee if so necessary, such as an Historian, a Volunteer Coordinator, or even to divide up basic responsibilities between a Vice President of Administration and a Vice President of Operations. These are appointed positions.

Similar to the system of having an alternate for each BOSS representative, the installation may decide to have alternates for certain officers as well. For example, having two recording secretaries may be useful so that notes are always taken during meetings even though the primary secretary may be unable to attend.

d. Executive Board. The BOSS circular requires that at a minimum the executive board will include the four primary officers:

1. President
2. Vice President
3. Secretary
4. Treasurer

The executive board may have more than the four primary officers, depending on the size and needs of the installation. For example, the executive board for Fort Hooah may consist of the president and the officers and all brigade level representatives while the committee would consist of all the BOSS representatives on Fort Hooah. Another installation may designate an election system for executive board positions to be voted upon in the committee.

The purpose of the executive board is to coordinate planning, resources and operations for the regular BOSS functions as well as special events beyond what can reasonably be done by the entire BOSS committee. The executive board may meet separately on a regular basis, on an as-needed basis or just sit in the committee meeting, depending on the size of the committee and the needs of the program.

The concept of having a separate executive board is that the executive board gets the main planning and decision making done so that it does not get bogged down in committee. The executive board can meet, discuss, plan and delegate issues and duties for BOSS programs and then report through sub-committees to the committee. The purpose of the committee then becomes more of information distribution than planning and executing programs, unless the executive board decides an issue should go up before the entire committee for discussion and vote.
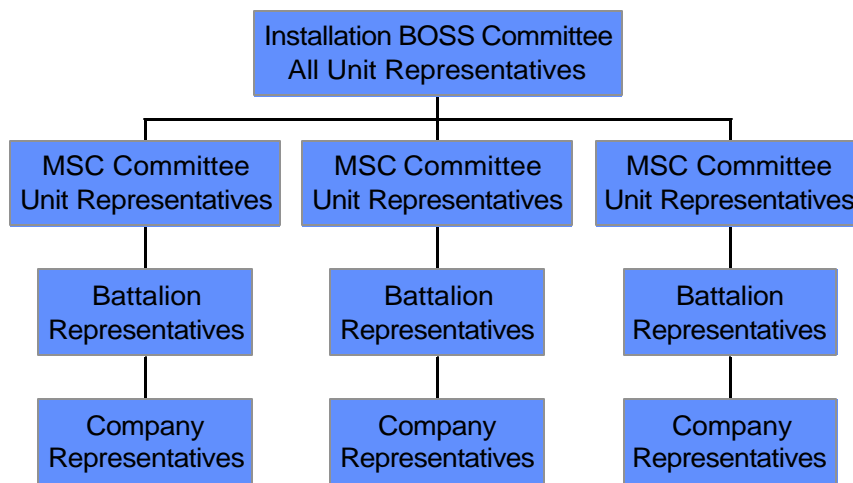
The benefits of such a system are readily apparent when looking at an installation with a total of 200 BOSS representatives. If all 200 were involved in the planning and decision-making process, nothing would ever get done. With an executive board of 20 brigade and separate unit representatives meeting to plan and decide, the process becomes more streamlined.

Problems exist with the separate executive board system as well, especially in that lower unit level representatives may feel that their only function is to hand out flyers and provide labor. However, a BOSS president and executive board may avoid this problem by getting lower level representatives involved in sub-committees or, in some cases, if the lower level representative is more dedicated and shows more interest, "promoting" them to the executive board over a less qualified representative.

e. Tiered Committee Options. At large installations it may be necessary to establish a tiered BOSS committee. Within this structure sub-committees are established at either the brigade or the battalion level, depending on the needs of the individual installation. Sub-committees may exist all the way down to company level, though this is realistically dependent upon soldier interest and command support for the success of such lower level sub-committees.

Diagram V.e:

Tiered Committee Structure

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                    ┌─────────────────────────────┐
                    │ Installation BOSS Committee  │
                    │   All Unit Representatives   │
                    └─────────────────────────────┘
         ┌─────────────────────┼─────────────────────┐
┌──────────────────┐  ┌──────────────────┐  ┌──────────────────┐
│  MSC Committee   │  │  MSC Committee   │  │  MSC Committee   │
│Unit Representatives│ │Unit Representatives│ │Unit Representatives│
└──────────────────┘  └──────────────────┘  └──────────────────┘
         │                     │                     │
┌──────────────────┐  ┌──────────────────┐  ┌──────────────────┐
│    Battalion     │  │    Battalion     │  │    Battalion     │
│ Representatives  │  │ Representatives  │  │ Representatives  │
└──────────────────┘  └──────────────────┘  └──────────────────┘
         │                     │                     │
┌──────────────────┐  ┌──────────────────┐  ┌──────────────────┐
│     Company      │  │     Company      │  │     Company      │
│ Representatives  │  │ Representatives  │  │ Representatives  │
└──────────────────┘  └──────────────────┘  └──────────────────┘
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These sub-committees are not separate from the committee at the installation level, but may operate independently for some purposes. For example, while a brigade sub-committee may decide to hold an event just for the single soldiers of that brigade, the sub-committee may not set up and retain funds made from the event in a separate account.

This structure is used to more easily conduct meetings and give and receive information from the soldiers on the installation. The idea is to aid in the communication flow, by funneling information down more efficiently through smaller meetings at the brigade/battalion or even the company level where necessary. Minutes from the various sub-committees may be forwarded to the installation committee for record.

When using a tiered committee, the sub-committee should mirror the installation committee in regards to structure as much as possible. Issues that are addressed during these sub-committee meetings that can clearly be resolved at the brigade/battalion level should be forwarded to the appropriate individual and recorded. There is no need for these issues to be raised again at the installation meeting unless it is an installation wide issue.

1) OCONUS Committee Structure. The committee structure for BOSS in an OCONUS setting may be different than stated above due to the nature of some OCONUS installations. Each Base Support Battalion (BSB) has a BOSS committee with a president

and officers and the ability to run BSB- level programs. Several Area Support Teams (AST) have BOSS committees due to their geographic distance from the BSB.

Ultimately, it would be difficult to impose one specific type of structure on all OCONUS BOSS programs, so each is up to the units involved and the MACOM command to determine what works best for what situation.

f. Sub-Committees. In order to keep the program running smoothly, it may become necessary to establish sub-committees responsible for specific areas of the BOSS program. Sub-committees may focus on concrete areas of responsibility, focus on the core components of the BOSS program, or be of limited duration for a special event or function.

Diagram V.f:

Committee System
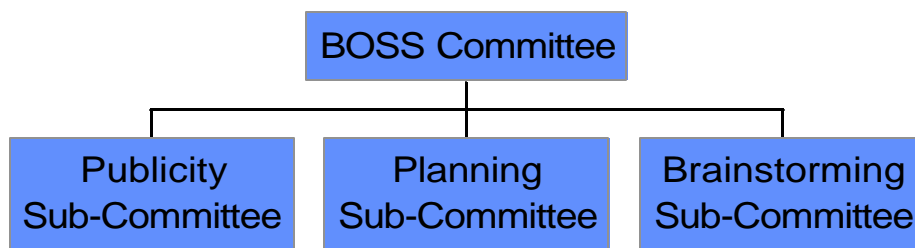
Each sub-committee should have a minimum of three members, including one sub-committee chair that is responsible for coordinating meetings, facilitating discussion, delegating responsibilities, recording the information and reporting to the committee. The chair may be an officer or someone from the executive board, though the structure is really dependent on the needs and abilities of the installation committee. Alternates may be appointed for the position of sub-committee chair.

Depending on the structure of the installation BOSS committee, the sub-committee may report through the sub-committee chair to the executive board or to the BOSS committee itself. Examples of sub-committees are:

1. Brainstorming: This sub-committee is responsible for brainstorming and developing creative ideas for programs, events and functions. The sub-committee should consider such practical issues as timing, resources available and coordination with other organizations and commands. Brainstorming should coordinate with the Planning sub-committee (see below) to present ideas and issues for further development and execution.

2. Planning: Upon receiving ideas and issues from the brainstorming sub-committee, the planning sub-committee develops the idea for presentation to the BOSS

committee, including specific information on time frame, resources necessary, financial costs and projected profits, manpower needs and coordination issues. If the BOSS committee votes to proceed, the planning sub-committee may then continue to formulate the plan by delegating duties to other sub-committees and individuals and overseeing progress of the project. The planning sub-committee may also take an active role in further development of the project by coordinating certain areas, such as outside resources for MP and medical support, DPW support, commercial sponsorship and others.

      3. Publicity. This sub-committee is responsible for the overall publicity of BOSS sponsored events. The publicity sub-committee should develop a comprehensive plan to use all available forms of media to promote BOSS events and apply appropriate methods to each event. For example, a publicity plan might include: the weekly post newspaper, the biweekly post bulletin, the monthly MWR activities magazine, the biweekly BOSS minutes, and local newspapers for print media; announcements on local television and radio stations, including installation cable services; e-mail; flyers, brochures, posters; and word of mouth. The trick is to find the right way to get the word out on different events because some forms of publicity are not necessary or are inefficient depending on the target audience. Another issue to consider is what kind, if any, of commercial sponsorship BOSS has procured for the event and what type of deal is worked.

      4. Finance. This sub-committee should be chaired by the treasurer and is responsible for tracking funds, budgeting and making overall spending recommendations to the committee. They may work closely with the MWR advisor on financial matters and may take on purchasing responsibilities, such as seeking vendors, drafting proposals and tracking and issuing inventory. The finance sub-committee may also be responsible for developing and running fund-raisers, though this may be considered under the purview of other sub-committees such as the planning and events sub-committees.

      5. Volunteer. This sub-committee is responsible for recruiting, coordinating and keeping volunteers for various purposes, especially in the area of community events and participation. The volunteer sub-committee should work closely with the installation volunteer coordinator, if there is one, and develop contacts in other volunteer and community oriented organizations both on and off post. This sub-committee might also be responsible for tracking volunteer hours, forwarding lists of soldiers who should be recognized for their efforts and the suggested recognition or awards to the BOSS committee, and setting up a volunteer recognition banquet on a regular basis.

      6. Events. This sub-committee is responsible for the actual operation of an event or function. The events sub-committee, working perhaps with the volunteer sub-committee to get bodies and the planning sub-committee to get details on what needs to be done, coordinates for the physical setup of the event and the staffing and operation. For example, the planning sub-committee suggests having security guards and barricades for an event. The volunteer sub-committee gets ten volunteers for security and the security officer from the events sub-committee supervises their performance as well as setting up the barricades.

      7. Soldiers' Issues. This sub-committee is responsible for working on installation level quality of life issues. The soldiers' issues sub-committee may take a complaint

or issue brought up during the committee meeting, investigate and research the issue, and then recommend to pursue it or not. If the issue is to be pursued, then the sub-committee determines the appropriate channels to use, works on the paperwork, tracks the resolution of the issue and records the entire process.

        8. Limited duration/special events. These types of sub-committees may be used for specific duties of limited duration or for special events and should be responsible for coordinating all activities with the appropriate permanent sub-committees and the committee. For example, the Ft. Hooah BOSS committee votes to have a Single Soldier Day and a Single Soldier Day sub-committee is created to work on the project. Another example is the Ft. Hooah post CSM decides to get BOSS involved in deciding the design of the soon to be renovated dayrooms in the barracks and the BOSS committee creates a Dayrooms sub-committee to work on the project until they are no longer needed.

        9. Core components. Instead of a multitude of sub-committees addressing different aspects of program operations, the installation may decide to have three main sub-committees addressing each of the BOSS core components and the various responsibilities that go along with each. For example, the recreation and leisure sub-committee brainstorms, plans and runs recreation and leisure activities for the committee, and so on. While this is a simplified sub-committee system and may work well in some cases, each sub-committee will have a wide range of responsibilities and issues to address.

VI.   MEETINGS

        The BOSS committee conducts a major portion of regular business through various meetings. BOSS meetings should be scheduled on a regular basis and planned as far in advance as possible. This will allow committee members time to notify their chain of command and resolve any possible scheduling conflicts. Advanced planning will also assist in scheduling any installation level speakers to attend BOSS meetings.

        BOSS meetings may be in various formats. Meetings can be open to the public, closed committee meetings, event planning meetings or sub-committee meetings. Regardless of the reason the date, time and location of the meeting needs to be determined, an agenda must be developed, attendees need to be notified, a method for conducting business should be followed, an accurate record of the meeting is needed and accountability of those present should be tracked. (IAW Robert's Rules of Order)

      a. Types of meetings.

        The nature of the business to be conducted will assist in determining which form of meeting is most appropriate. BOSS committees hold meetings to conduct general business, distribute information, and plan events.

        1. Meetings open to the general public are conducted when it is necessary to distribute information to the installation as a whole. During open meetings, the BOSS committee may choose to put out information on such things as their event calendar, installation issues, or updates regarding the BOSS program as a whole. Public meetings are rarely used to gain feedback or conducting discussions on issues due to size of the audience.

2. Committee meetings are attended by BOSS representatives on a regular basis for the purpose of conducting committee business, discussing issues and determining future events. These meetings may be closed to the public so that work may get done and opinions or issues expressed without fear of misunderstanding by someone outside of BOSS.

3. Event planning meetings are held when necessary to discuss details of upcoming BOSS events. These meetings may or may not be scheduled along with the regular BOSS committee meetings, depending on the structure of the program at your installation.

4. Sub-committee meetings are held when necessary to discuss issues of particular concern to that sub-committee. BOSS sub-committees should be meeting a minimum of once a quarter, though sub-committees may meet as often as necessary or along with a regular committee meeting.

For example, the Ft. Hooah BOSS committee meets twice per month for a total of three hours. The first hour is spent in closed sessions with the various sub-committees meeting and working on their respective areas and preparing reports to the BOSS committee. The second hour is spent in a closed session with the executive committee, consisting of the officers and MSC level representatives, to work on various issues that may arise, event planning and sub-committee oversight. The third hour is spent in open session with the entire BOSS committee, consisting of the executive committee and all the BOSS representatives on post, to put out information on upcoming events, hear reports from the various sub-committees and put any appropriate issues to a vote.

b. Selecting meeting date, time and location. There are basically two ways of setting BOSS meetings: meeting-by-meeting or by an established schedule.

1. When using the meeting-by-meeting technique, you must be aware of other activities taking place on the installation. Committee meetings should not be scheduled during periods of high activity or intense training. Prior to scheduling a meeting, ensure that the date and time is conducive to the schedule of advisors and other key personnel that will need to attend. The drawbacks to this method include the fact that every BOSS representative must be notified of every meeting and schedules compared to allow maximum attendance. This technique is probably more appropriate for a small installation where the BOSS committee can work around every representative's schedule and it is more important that every representative attend.

2. When using an established schedule, you must choose a regular schedule to hold meetings based on the same types of considerations as above. However, once the meeting schedule is set, do not change it except in cases of absolute necessity such as if the meeting falls on a federal holiday. The advantage of having a regular schedule is that everyone should know at least when the meeting will be held and notification will not be as crucial, but the drawback is that not all representatives will be able to make it to every meeting. This is probably more appropriate for medium and large installations where notification of all the representatives would be difficult and the BOSS committee has enough business on a regular basis to warrant such a schedule.

3. The location of the BOSS meetings should be convenient to all attendees and large enough to handle the expected audience. BOSS committees may choose to conduct

their meetings in the same location on a regular basis. Meetings may also be held in a variety of locations allowing soldiers the opportunity to become exposed to various activities on the installation. Some suggested locations for committee meetings are the installation recreation center, post chapel or post theater. It may be necessary to reserve these locations for the purpose of a BOSS meeting. This should be done in writing and forwarded to the appropriate individuals once the date/time and location has been selected.

For example, the Ft. Hooah BOSS committee meets on the first and third Fridays of every month at 1300-1600 at the Wilkins-Boston Recreation Center. Once a quarter, the committee meets at the NCO Club on post and has a luncheon or snacks. On the other hand, the Ft. Flutter kick BOSS committee meets at least four times per quarter, but never on a regular basis because it is easy to coordinate the meeting between the twelve representatives based on their work schedules.

c. Planning an agenda. The purpose of the agenda is to diagram the order of business for the meeting based on the meeting objectives. The individual chairing the meeting is responsible for developing an agenda. The use of an agenda will help the BOSS meeting flow smoothly because the chairperson can control the discussion and focus on getting decisions and solutions to specific questions rather than having an up-for-grabs discussion.

When developing a meeting agenda, the chairperson should attempt to tie together related subjects for discussion. Agendas should follow a basic structure allowing an opportunity for sub-committee reports, updates of issues and events, and time to discuss new business.

Sample Agenda Layout:

1. Greeting. Welcome attendees to the meeting and give overview of the objectives. During the greeting the details of the agenda should be discussed.

2. Roll Call: Units in attendance

3. Minutes. Presentation of the minutes from any previous meetings should be reviewed. Copies of previous meetings minutes should be distributed at this time, if not previously done.

4. Sub-committee Reports. Sub-committee reports should be given in order to ensure all committee members are aware of the status of various activities and events.

. 5. Old Business. Old business is an opportunity to give the committee a status on issues and events that may not fall under a particular sub-committee.

6. New Business. New business allows committee members the opportunity to bring up issues and ideas not currently being worked.

7. Questions and Answers. There should be an allotted time within each meeting to allow attendees to ask questions. This will aid in ensuring that all members understand the information presented during the meeting and can properly relay that information to their chain of command and soldiers within their units.

8. Announcements. Announcing upcoming events and activities acts as a reminder to committee members for events that may be sponsored by the BOSS committee or within the community that may be of interest to single soldiers.

9. Adjournment . The meeting should be adjourned by thanking the soldiers for coming to the meeting and ending on a positive note.

Sample Agenda: AGENDA BOSS COMMITTEE MEETING
                        MARCH 7, 1999

- Greeting
- Roll Call

- Reading of the minutes from BOSS meeting 16 Feb. 1999

- Sub-committee Reports

    * Community Service Sub-committee
    * Single Soldier Day Sub-committee

- Old Business

    * Update of parking lot allocations

- New Business

    * Speaker - Mr. Kenneth Rees from AFEES
    * Fall Ideas

- Questions and Answers

- Announcements

    * 3/14 ADA will be holding a St. Patrick's Day car wash Saturday 16 Mar. 99
    * Shirt sizes for the Easter volunteers are due by 20 Mar. 99

- Adjournment

d. Notifying attendees. Written announcements of meetings to include a copy of the agenda should be distributed to all personnel expected to attend. Notification can be done through the postal system, military distribution or any appropriate established distribution channels. Flyers, bulletin boards, and news announcements can be used for open meetings. Notification of attendees should be done as soon as the date, time, location, and agenda are finalized.

For meetings based on a regular schedule, reminders of the next meeting should be given verbally at the meeting prior and the dates should be written down on either the agenda or on the minutes if they are distributed installation-wide.

With a tiered committee system, it is also possible to use the unit chain of command to get notification out to the representatives through a phone list or memos sent to the highest-level representative for each unit.

Sample Notification Memorandum:

MEMORANDUM FOR BOSS COMMITTEE

SUBJECT: BOSS Committee Meeting

1. There will be a BOSS committee meeting Thursday 3 Oct. 1999 at 1400 in meeting room 3 of the Wilkins-Boston Recreation Center.

2.   If you are unable to attend please notify SPC Bettner (555-1234) as soon as possible.

3. Attached for your review is a copy of the agenda.

4. The POC for the above action is the undersigned.

LAWERENCE J. TRELOD
SGT, USA
BOSS Committee President

Encl

e. Conducting Business. Robert's Rules of Order is the suggested method for conducting orderly meetings. Each BOSS committee should have a copy of Robert's and determine the degree of usage based on the meeting situation. Whatever the situation, it is imperative that the chairperson retains control of the meeting to maintain efficiency and effect.

f. Minutes. Minutes are a written record that should reflect an accurate account of all activities during the meeting. If the committee secretary and alternate are not present at the meeting, the chair should appoint someone responsible for taking minutes. Minutes can be taken by hand, but should be typed once finalized. Minutes should be concise and to the point and attention should be paid to the use of proper grammar, military terms, correct spelling and format. Points of contact are noted for each subject matter addressed to include name, telephone number, and mailing address.

Once finalized, minutes should be forwarded to all attendees and chain of command. One method of keeping the command informed of BOSS activities is to create a mailing list whereby the BOSS committee can send copies of the minutes to all the unit commands as well as the attendees. In addition, the minutes should be posted in a public place, such as a unit BOSS bulletin board, so that soldiers may see them and be informed of BOSS activities.

While the minutes are necessary, they are also often in a dry or unappealing format. For this reason, the BOSS committee may want to publish an additional version of the minutes in a more exciting or easy to read format like an installation BOSS newsletter. Such formats are available on some word processing programs, such as MS Word Newsletter Wizard. Your newsletter would not have to be more than one page, but it will help get the information out.

FTH-BOSS   8 March 1999

MEMORANDUM FOR BOSS COMMITTEE

SUBJECT: BOSS Committee minutes from 7 MAR 99 meeting

1. Meeting was called to order at 1415 by SGT Trelod.

2. Attendance was taken by SPC Bettner. Roster Attached.

3. Sub-committee Reports.
    a. Community Service Sub-committee. The BOSS Easter Egg Hunt is scheduled for the Saturday before Easter, 13 APR 99 at 1000 at the Lakestand Park. Dianna Chandler at Youth Service estimates an attendance of 100 kids. SGT Lucci needs two individuals to accompany him Friday afternoon at 1400 to the commissary to pick up eggs. Additional volunteers are needed Friday night at the 3/14 ADA dinning facility to assist with dying eggs. On Saturday 20 volunteers are needed to assist in hiding eggs, registering children, and act as guides. Anyone planning to volunteer needs to notify SGT Lucci (555-9876; 35th FIN BN).

    b. Single Soldier Day will be 9 AUG 99. CPL Brook and SGT Trelod met with CSM Smith and she expressed her full support. Soldiers interested in attending Single Soldier Day will be authorized a 1/2 day. The sub-committee is planning a variety of sports activities, a picnic and live band. Mr. McGee is currently lining up bands for the sub-committee to review. At the next meeting the sub-committee will present their proposed budget for committee approval. Anyone with suggestions should contact CPL Brook (555-1368; 956 MP Co, Box 239)

4. Old Business
    a. Parking Allocations. The Well Being BOSS form 2-R has gone through the plans and operations office. They approved our recommendation to limit the number of reserved parking around barracks and reline parking areas to have small car parking. They did not agree with paving some of the grassy areas around barracks for additional parking. The issue will be forwarded to the DCPA.

5. New Business
    a. Mr. Rees from AFEES addressed the committee. He requested input on improving soldier attendance at the post theater. Mr. Rees stated that attendance at the theater has fallen by 22%. SGT Trelod wants each representative to survey their units and provide him their input by 14 MAR 96, and then he will prepare committee recommendations to Mr. Rees.

b. Fall Ideas. The committee spent time brainstorming for fall ideas. Committee representatives will take the suggestions back to their unit and determine the level of interest. Ideas will be discussed at the next meeting and the fall calendar finalized.

> (1) BOSS Football Challenge - Co-ed flag football tournament.
> (2) Halloween Costume Party
> (3) Parents Night Out - BOSS will baby-sit children for a night.
> (4) $0.25 Lunch - BOSS provide bag lunches for a quarter
> (5) Bowling Tournament
> (6) Dating Game

6. Announcements

a. The 3/14 ADA St. Patrick day car wash is Saturday 16 MAR 99 from 0900-1600. Fees are $4.00 for cars, $5.00 for trucks. Individuals wearing green will receive a $2.00 discount. For more information contact SPC Bettner (555-1234; B Co. 3/14 ADA)

b. Shirt sizes for those individuals volunteering for the Easter Egg Hunt are due to SGT Lucci by 20 MAR 99.

7. The meeting was adjourned at 1620 by SGT Trelod.

LAWERENCE J. TRELOD
SGT, USA
BOSS, President

HOW NETWORKING WORKS

An excursion to the "Shades of Green" resort at Walt Disney World in Florida has become an annual event for the soldiers of III Corps. Though initiated by Fort Hood, where III Corps Headquarters is located, soldiers from other installations are often invited. Invitations were extended to Forts Carson, Riley, Polk and Sill. This year, soldiers from Fort Carson, Colorado and Fort Sill, Oklahoma joined others from Fort Hood on the trip. The power of networking began to expand and improve the various programs involved.

In May 1998, SGT Demetrius Johnson, president of the BOSS Program at Fort Sill Oklahoma, extended an invitation to members of the Fort Hood and Fort Riley BOSS programs to attend the opening of the Lake Elmer Thomas Recreation Area (LETRA). The visiting soldiers stayed in the community activities center, where the Ft Sill BOSS Headquarters are located. This invitation prompted a return invitation for SGT Johnson to visit the annual Single Soldiers' Day at Fort Hood.

From these visits and other discussions, ideas and information have changed hands and things have begun to happen on the different installations.

In the June edition of the BOSS Newsletter, the concept of a "BOSS Budget Card" was described. Fort Sill

on expanding the Single Soldiers' Day at his own installation and increasing involvement of its BOSS representatives in the program.

CPL Cathy Henry, President of the Fort Riley BOSS program is working to implement a training conference for BOSS representatives in the next fiscal year – an idea she got from Fort Sill.

The conference, already an event at Fort Sill, is a one-day training seminar. A command breakfast with commanders and BOSS representatives kicks off the conference in the morning with questions and answers, tours of facilities and training take place in the afternoon. BOSS representatives from the company level and up participate in the conference, which focuses on getting the soldiers involved and teaches them how to be effective representatives and members of the team. In addition to this, the Fort Riley BOSS Program is working to become a part of the Command Inspection Program, with the company's BOSS representative required to be placed on additional duty orders.

Networking between BOSS programs

> "The BOSS organization has allowed me to release my creative energies [and] to see a positive, progressive side of the Army that I did not see before"
> SPC Ibrihim Muhammad - HHC 46th Engineers,

BOSS Meets MIB

The 1998 Festival of the performing Arts and Recreation Center Competition had a number of commendable entries this year. The entry from the home of the Screaming Eagles was spearheaded by the installation BOSS Program and the results were outstanding.

More than twenty single soldiers from the Fort Campbell BOSS program transformed the Dale Wayrynen Community Recreation Center into an intergalactic space port for May 9 & 10, 1998. The theme of the event was "An Intergalactic Journey - Adventures of Another Kind." Setup for the event included creating a space museum, briefing room - with protection provided by the "Men in Black", launch room, scenic room, space lounge and training room (complete with video games).

Competitions in art, poetry, short stories and costumes all took place for the younger visitors and all had a space theme. Winners were given gift certificates from sponsors - Michael's, Book a Million, and Toys-r-Us. The major sponsor of the event was a local auto dealership - Gary Mathews Mitsubishi and the surrounding community was invited to participate.

In addition to all this, Cumberland Science Museum provided a portable planetarium for visitors to see. Inside they

1998 WORLD WIDE BOSS CONFERENCE

Start preparing for the 1998 World wide BOSS Conference now. The conference will be held at the Xerox University Center in Virginia from September 13-18. Prepare the attendees that your installation is sending by ensuring they understand their role as representatives - not only of single soldiers, but of your installation and the installation's command.

There is a phenomenal amount of information to be learned at the conference by the individuals willing to participate and provide input into the discussions. This type of forum with senior leadership provided by the conference is unparalleled

~ ~ ~

2nd Armored Cavalry Regiment
JRTC
FORT POLK, Louisiana

SGT Jennifer Alexander, President of the Fort Polk BOSS Program once told me, "If I can get to just one soldier, then it's worth it." Well, she seems to be getting to a fair more than just one soldier, and it shows. Since December, 1997, when she assumed the role of president, she has made sure the monthly happenings of the BOSS program are posted regularly on the Fort Polk web page - http://www.jrtc-polk.army.mil/boss.htm - and the happenings have been plentiful.

From dances to bowling, singles cruises to single parent activities, the program stays very busy and very service oriented. BOSS provided pizza to soldiers visiting Fort Polk on a JRTC rotation for a Superbowl party, and these soldiers weren't even from Fort Polk.

Almost every month, BOSS sponsors a dance, an activity, or service project. In July, BOSS sponsored a trip to Astroworld/Waterworld in Houston Texas. In August, 30 soldiers are traveling to San Antonio and lodging is being provided by Fort Sam Houston - a result of networking between installations.

It seems there are changes to this roster each month, either because I (SPC Brown) just seem to thrive off flaunting my imperfections to the world by making mistakes, or because people continue to change positions. I think it is a bit of both. Keep calling me, e-mailing me or sending me corrections! I love it. I can be reached at DSN 367-6726 or brownandrew@forscom.army.mil the more corrections I receive about this list, the more accurate it becomes and the more helpful for everyone else out there. In conjunction with the DA BOSS Conference in the next few months, many programs are switching presidents, so watch this list for more changes still. It pays to keep in contact with the various programs and who is working with them.

INSTALLATION	PRESIDENT	PHONE	DSN PREFIX	E-MAIL ADDRESS
Fort Bragg, NC	SFC Mortimer	(910) 396-7751/1524	236	mortimerve@bragg.army.mil
Fort Campbell, KY	SPC Smiley	(502) 798-7858	635	smileyd@emh2.campbell.army.mil
Fort Carson	SPC Dougherty	(719) 524-2677	883	doughertym@carson-exch1.army.mil
Fort Dix, NJ	SGT Holmes	(609) 562-2152	944	knoblechj@dix-emh6.army.mil
Fort Drum, NY	CPL Hanson	(315) 772-7807	341	afzs-pa-crd-3@drum-emh4.army.mil
Fort Hood, TX	SPC Lesack	(254) 287-6116	737	afzfcaboss@hood-emh3.army.mil
Fort Irwin, CA	SGT Rajala	(619) 380-3586	470	rossj@irwin.army.mil
Fort Lewis, WA	PFC Anton	(206) 967-5636	357	none
Fort McCoy, WI	SSG Limon	(608) 388-7260	280	none
Fort McPherson, GA	SSG Skinner	currently @ ANCOC	367	skinnerke@usarc-emh2.army.mil
Fort Polk, LA	SGT Alexander	(318) 531-7146	863	sheba@dtx.net
Fort Riley, KS	CPL Henry	(785) 239-8147	856	afzncamb@riley-emh1.army.mil

g. Attendance. Tracking the attendance of BOSS representatives at meetings provides the BOSS committee with a formal record of unit participation. BOSS committees need to develop an appropriate way of tracking attendance. This can be done with various types of sign-in rosters, computer databases or official roll call. Records of attendance should be provide to the MWR and senior military advisor via minutes.

Sample Attendance Roster:

Fort Hooah

NAME OF REPRESENTATIVE

- 3/165TH INF

- 35TH FIN BN

- 3/14 ADA

- 956TH MP CO

- HHC, USAG

- DISCOM

- TAACOM

- 67TH MED

- 3/29TH INF

- 594TH MAINT

- 77TH MI BN

Sample Sign-in Roster:

Fort Hooah

Boss

NAME	UNIT	PHONE

VII. Event Planning. While event planning may seem easy, even the simplest event takes a great deal of coordination and planning and lots of legwork during the event itself for it to be successful. The more overall planning you do before the event, the less headaches you will have during the event. Remember: few, if any, events will ever be flawless, so take the glitches in stride and make the best of the situation. Also remember: taking chances is something you need to do if you want to excel, so don't be overly cautious when planning an event.

 a. Choosing an event. Events should be chosen based on what the soldiers want at your installation. The BOSS committee should discuss ideas and the various aspects of proposed events through sub-committees if applicable and in session if you have no sub-committees. There are a few factors to consider when choosing which event to hold:

  1. Core Components. Keep the three core components of the BOSS program in mind when you choose an event, though it may be difficult to plan an event based on the quality of life component. Most events allow for a combination of the recreation/leisure activity component and the community service and participation component which allows for a larger target audience and therefore more participation overall. Be careful not to focus too much on any one component because such trends are noticed and create an image of your program that could be undesirable, such as the BOSS program that is seen as the "party" program or the BOSS program that is used as free labor for any community oriented event that comes down the pike.

  2. Target audience. Your target audience effects what the event will be, what your marketing plan will be, and what you can expect for participation and attendance. Take into account the demographics of your installation and surrounding communities when deciding on your target audience, such as age, gender and rank, and then plan accordingly. For example, if Ft. Hooah wants to hold a Single Soldier Day, the focus should obviously be on the single soldiers, but should they open up the festivities for the rest of the community? Would the activities planned be attractive to both single soldiers and civilians? In fact, the activities planned so far include mostly sporting events and a picnic -- in an installation single soldier population of 9000, of which only 15% are female, will such activities attract many females? Should the committee plan some other activities to focus on the interests of the female single soldiers? These are the kind of questions the committee should be asking when choosing the event to hold.

  3. Timing. Good timing is essential for a successful event. Oftentimes an event may "fail" which, if held at a better time, would be completely successful. Things to consider when deciding the timeframe for an event are the time of year, other installation activities and training schedules, major holidays, and then even just the time of day for the event. The BOSS committee should have access to an installation training calendar and use it to plan between and around obstacles. For example, the Ft. Hooah BOSS committee wants to have a Single Soldier Day in early October, but they realize that the installation already has an Oktoberfest planned. The rest of the month of October and then November are taken with major training exercises that will involve many single soldiers and then December is too cold. The BOSS

committee delays holding Single Soldier Day until the next spring when there is a break in the training calendar.

4. Location. Similar to the theory behind real estate, location is a very important factor when planning an event. Once you have determined which core components apply, the target audience and the timeframe, you must determine your location before you move on. Where you hold an event can effect who can get to the event, who can find the event, the resources available for the event and much more. Things to consider when determining the location of the event are:

a) Your target audience, for example, if you hold an event off post, but your target audience is single soldiers, some soldiers will be unable to go for lack of transportation. Another example is if you have an event on a closed post and you are focusing on civilian community participation, your audience may have trouble getting on post for the event.

b) Difficulty of finding the location, for example, if you find the perfect facility, but it is out of the way or unrecognizable to someone unfamiliar with the post, it will reduce the number of attendees.

c) Resources available for the event, for example, you don't want to have a carwash where you don't have easy access to a water spigot or an Oktoberfest where you can't have beer.

d) Cost for use of the location, for example, if you want to hold a BOSS dance, you probably have several options, such as the NCO Club or a recreation center. Problem is, at the recreation center, you will not be allowed to have alcoholic beverages and it is only open until 2300. However, the recreation center will only charge BOSS $100.00 for use of the facility. The NCO Club, on the other hand, will sell alcoholic beverages, stay open until 0200 and has an excellent sound system in place already, but wants to charge BOSS $1000.00 for the use of the facility, as well as keeping the bar profits and 50% of the door. This is a tough decision and will take viewing the situation in light of the goals and objectives of the event as well as all other options.

b. Sponsorship. Sponsorship should be considered when planning any event, though sometimes sponsorship may be inappropriate or simply unavailable. Some installations may have a specific person, usually within the DPCA or DCA, who handles all sponsorship arrangements for the installation. Other installations may only have someone who is capable of making the contractual agreements for you, but not any of the legwork to get the deal in the first place. Always allow sufficient time for the Commercial Sponsorship person to react to your request. Check with your installation prior to any event planning to ensure you follow local regulations. Whatever the situation, the BOSS committee should have some input and choice regarding a) if sponsorship is necessary or even desired, and b) who the sponsor will be.

Some issues to consider when discussing sponsorship might be: Do you want commercial sponsorship at all? What could a sponsor give you that you need for the event, i.e., trophies, T-shirts, door prizes, publicity, food or beverages, or something else? Will involving that sponsor help provide a positive image for the BOSS program? For example, is it appropriate to accept sponsorship from a local beer distributor for an event involving children

from the local community? What resources do you have on post that you can use to the same ends? Can you work with on post facilities to provide the same materials?

NOTE: It seems that on many installations, MWR facilities regard BOSS as a rival or competitor for business and clientele. This need not be the case because a cooperative venture with an on post MWR facility provides the BOSS committee with resources and publicity and the MWR facility with publicity and business. Therefore, this is something to work towards, but not at the expense of the program. If you find it difficult to arrange mutually beneficial deals with on post MWR facilities, work with your MWR advisor and your senior NCO advisor to go through channels and fix the problem. In a time where money is tight and competition fierce for the patronage of soldiers in general, having BOSS on your side is the smart move for an MWR activity.

Once you decide you want sponsorship for an event, be creative and look for the best deal for both the sponsor and for the BOSS committee. Usually commercial sponsors want access to the military market through publicity, so many opportunities exist to involve a sponsor in an event. In fact, sponsorship can be for a single event, multiple events, or just an on-going sponsorship should you find the right sponsor.

For example, Ft. Hooah BOSS is holding sporting events during Single Soldier Day and gets sponsorship from Jump shots, a local sporting goods store, in the form of gift certificates, some sports clothing and trophies to give away as prizes for the various events. In return, BOSS is displaying Jump shots banners at all the sporting event locations, putting the Jump shots logo on the flyers for the event and allowing the store manager to help hand out prizes. Ft. Hooah BOSS is also holding a series of dating game shows on post and gets sponsorship from P108, a local radio station, in the form of hats and bumper stickers and free radio spots, for the entire series. In return, BOSS is putting P108 on all flyers and announcing the event as being sponsored by P108. Ft. Hooah BOSS also has sponsorship from Hoggins', a regional supermarket chain, to provide beverages and snacks for all the BOSS meetings throughout the fiscal year in return for mentioning Hoggins' during the meetings and in the minutes as the sponsor.

Work with whoever is the sponsorship contact for the installation and stay within the regulations. This is especially important when dealing with touchy areas such as sponsorship involving alcoholic beverages. You must remember that when the BOSS committee is involved in a sponsorship agreement, it is a legally binding contract and both parties must live up to their ends of the bargain.

Treat your sponsor well, especially if you want to work with them again in the future, so that BOSS gets and maintains a good image for BOSS and your installation in general in the local business community.

c. Event Agenda. An integral part of planning a successful event is developing a realistic and comprehensive event agenda that will list everything that needs to take place to make the event happen. The rough draft can begin with the brainstorming sub-committee or whomever the brainstorming process begins, and develop as the event develops through sub-committee or whatever process is used.

One suggested method for drafting the agenda is the timeline method where a calendar is made that includes all major deadlines and planning stages. Backwards planning is useful for this method because you then outline realistic time spans for the various stages of the planning process. Another method is to develop the concept of the event in a written outline form, listing all the key players, all resources and funds needed and the coordination necessary to make it all work. Realistically, both of these methods will merge because you should have a calendar of important milestones in the event planning process as well as a written proposal and description of the event for publicity, sponsorship and record keeping.

NOTE: Be as realistic as possible when determining deadlines and milestones and remember that circumstances beyond your control will often change and rearrange the best-laid plans. It is better to have things lined up way ahead of time because it will give you more time and room to react to unexpected complications, which are guaranteed to arise.

Sample Event Agenda #1:

9 AUG 99 -- Single Soldier Day
12 JUL 99 -- Volunteer sub-committee begins recruiting volunteers for Single Soldier Day.
7 JUN 99-- Planning sub-committee develops list of tasks for set-up, execution and take-down of event.
24 MAY 99 -- Single Soldier Day sub-committee meeting, Publicity sub-committee starts implementing publicity plan, Finance sub-committee coordinates with MWR Advisor on necessary financial transactions.
10 MAY 99 -- Single Soldier Day sub-committee meeting, coordinate with Volunteer, Publicity, Finance and Planning sub-committees for support and updates.
3 MAY 99 -- Submit written requests for logistical support, i.e., military police, medical, electricity, water, sanitation, clean up.
26 APR 99-- Single Soldier Day sub-committee meeting, discuss logistical needs and write up.
12 APR 99 -- Single Soldier Day sub-committee meeting, finalize and write up publicity plan.
29 MAR 99-- Submit written requests for location and garrison commander's approval to have alcoholic beverages at event, submit event budget.
22 MAR 99 -- Single Soldier Day sub-committee meeting, work on publicity plan, develop event budget.
15 MAR 99 -- Submit written proposal requesting sponsorship for trophies, door prizes, food, non-alcoholic beverages and promotional items.
15 MAR 99 -- Present idea to Senior NCO Advisor (CSM Smith).
8 MAR 99 -- Single Soldier Day sub-committee meeting, write up event plan, including all definite information, work on event budget.
26 FEB 99 -- Present idea to MWR Advisor (Tanner McGee).
23 FEB 99 -- Single Soldier Day sub-committee meeting, discuss basic concept, including tentative date, times, location, activities, potential sponsors, publicity plan.
9 FEB 99 -- Brainstorming Committee submitted concept, Single Soldier Day sub-committee formed, and chairperson appointed (CPL Brook).

d. Organizing. Once the event has been chosen, the basic planning has been done and the event agenda written, it is time to organize for further planning as well as for the operation of the event. One method is to establish sub-committees as needed based on the event agenda, such as a security sub-committee, a set-up sub-committee, a vending sub-committee, etc. These sub-committees may be tasked to further develop their part of the plan or they may simply be tasked to carry out what has already been decided upon. Another method is to use the permanent sub-committees for further planning and operations, such as the planning sub-committee working with the publicity sub-committee and the events sub-committee to coordinate their efforts for the event.

While it may not be necessary to have a chain of command per se, one strong suggestion is to determine who will be the point of contact (POC) for each major part of the plan or for the various tasks. For example, SPC Parsley is on the publicity sub-committee and is the POC for publicity for one specific event.

e. Record Keeping. Whenever the BOSS committee holds an event or undertakes some project, records should be kept of the development and operation of the event or project. The reasons for this are to provide a paper trail of any transactions, provide historical data to be used if the event will be held again and to provide continuity of knowledge for successors in the installation program.

The paper trail is important especially for financial transactions, but is also useful if certain issues arise, such as one participant or resource backing out of their commitment for the event or project.

Historical data is useful if not mandatory simply because the record of the event from planning through execution can be used as a model for the next time the same or similar event is planned.

Continuity is necessary for BOSS programs because turnover is so high among the single soldiers and any gaps in participation can lead to loss of information and experience. Records of events can help a new BOSS president review options for new events or decisions to revive old events.

f. Marketing. This is an essential ingredient for holding a successful event. Marketing encompasses many facets of the planning process, especially dealing with publicity. Most installations have either a marketing department or individual and the BOSS committee should work with that department or individual on developing a marketing plan and working within the applicable regulations.

After determining your target audience and selecting your event, you must focus on how to reach those potential attendees or participants and how to attract them to your event. Once that has been determined, you must select what type of publicity to use and what must be included with it, such as sponsors, disclaimers and logos. After selection of publicity methods,

you need to design a timeline for releasing information on the event, including times for publication in on and off post publications.

An effective marketing plan will make use of any available opportunities realistically useful to help market an event or project, especially any of the local media, both civilian and military. You will have to work with both your marketing departing and your PAO (Public Affairs Office) to get information published outside of the post, though opportunities usually exist with local radio stations (both AM and FM), local cable and broadcast TV stations, newspapers, magazines, and more.

For more detailed information, go to chapter on Marketing. (Chapter XII)

g. Financial Accounting. Another very important part of planning an event is determining how much the event will cost, whether the installation BOSS program has enough money for the event, and how to track any funds spent. During the initial planning process, a rough budget should be developed to give the BOSS committee an idea of the overall costs for the event. As the event develops, the budget should be updated and a final budget should be written in time for approval by the BOSS committee and the MWR advisor so any necessary purchase orders and other financial transactions can be made.

Part of the purpose of the budget is to get an idea, before spending any money and making any commitments, as to the financial feasibility of the event. Reviewing projected costs and income will allow the BOSS committee to see if it is even worth holding the event or how to modify the event so that it is less damaging to the BOSS account. For example, the BOSS committee wants to hold an event costing $10,000 with no projected income. However, the committee also wants to hold an event that next month that will cost $5,000. With only $11,000 in the BOSS account, the committee must decide whether the $10,000 event is more important than the $5,000 event or plan immediately for some serious fundraising activities if they want to have both events.

Items to include in the budget would be basic costs, such as:
1. Equipment rental, i.e., PA system, portable staging, dunking booth, etc.
2. Services, i.e., disc jockey, labor in setting up equipment, etc.
3. Food and beverages, i.e., hot dogs, hamburgers, soda, condiments, etc.
4. Promotional items, i.e., T-shirts, hats, balloons, key chains, etc.
5. Publicity, i.e., copies of flyers and posters, costs for advertising, etc.
6. Miscellaneous, i.e., film and developing, gas and tolls, etc.

The budget may be general in nature, such as the categories above, or you may use the General Ledger Accounting Code (GLAC)s for the appropriate categories. For more information on GLACs, see the chapter on Financial Matters.

The BOSS committee must also keep track of the money spent and made for the required accounting procedures as well as for a financial statement that can be included with the AAR for the event. For more detailed information on tracking income and expenses, see the chapter on Financial Matters. Care must be taken when dealing with money as to who handles the cash, who is accountable and all the necessary procedures required by regulation and installation policy. (Chapter XI)

h. Events with Alcoholic Beverages. One area of event planning, if applicable, is the use of alcoholic beverages in BOSS events. While Army policy is to deglamorize alcohol, offering the opportunity to drink is a strong incentive at times for soldiers and others to attend a BOSS event.

This makes for a tough decision sometimes as to whether alcohol will be available at the event. Things to keep in mind when considering alcohol at an event are: 1) who is the target audience; 2) where is the event being held; 3) what is the purpose of the event; and 4) can the BOSS committee stay within the applicable regulations and provide the necessary facilities, security and safety for the event.

 If alcoholic beverages are being offered at a BOSS event, the event must comply with AR 215-1, Chapter 7, Section II, Alcoholic Beverages. In addition, if alcoholic beverages are sold at a BOSS event, soldiers must receive prior approval from the designated official on the installation.

From a practical point of view, it is unwise for a BOSS committee to be involved in the actual sale or distribution of alcoholic beverages, but one way of providing alcoholic beverages and developing a good relationship with other on post MWR activities is to hold the event at a facility such as a club, where the soldiers can use the bar run by the club, or to have such a facility sell and distribute the alcohol at the event itself, such as a club or other facility setting up a beer trailer at the event.

i. After Action Reports. After Action Reports (AARs) are a very useful way of reviewing, critiquing and suggesting changes for each event. In addition, the AAR in the event file provides a source of continuity for incoming BOSS officers and MWR advisors.   The AAR is a report that gives the BOSS committee a clear picture of what took place at the event, from the planning stages to the execution stage. Financial information should also be included, such as the event budget, expenses, income and copies of important financial documents. The report should explain what things might need to be improved upon for a similar future event and what things went well and need to remain.

Written AARs can be done in two basic formats: by prepared forms or by memorandum. An example of a prepared form is in the Appendix. An AAR may be held through discussion, but it should be reduced to writing in one of the two written formats. However the AAR is written, it should be briefed to the BOSS committee with copies available to the representatives as well as copies of the AAR being placed in the event or historical file. (SAMPLE AAR)

AEUSG-K-KCAC   11 Aug 99
Better Opportunities for Single Soldiers

MEMORANDUM FOR 415th Base Support Battalion, Directorate Community Activities

SUBJECT: After Action Review, Cars are the Stars

1. 07-08 Aug 99, The Kaiserslautern Better Opportunities for Single Soldiers (BOSS) helped sponsor the Cars are the Stars. The event was held on Pulaski barracks. BOSS worked with the Kaiserslautern Community Activities Center (KCAC) on the event. The KCAC purchased all the food and BOSS provided the bodies to cook and serve the food. BOSS and the KCAC signed a memorandum of agreement (MOA) that the profits from the food being sold would be split 50/50.

2. Saturday morning BOSS provided 4 volunteers to help with the preparation of the food. Throughout the day BOSS provided all the bodies to serve food. The booth was busy and things ran smooth. Always had to have 2 bodies on the barbecue and 4 bodies helping to serve the food. One person to give plates and buns, one person to place hamburger and barbecue chicken, one person for hotdogs, one person to get chips and drinks. The drink person also kept an eye on the condiments. They kept them stocked and told us when the lettuce, onions, tomatoes needed to be refilled.

3. Sunday morning BOSS again provided the bodies to prepare and serve the food. It went smoothly again. Also BOSS helped with the tear down of all equipment. We loaded the trucks and helped clean up the area.

4. The event was an overall success. The food booth ran smooth with little problems. This BOSS profited about $1,000. BOSS is very pleased to have worked with the KCAC. BOSS is looking forward to working more with the KCAC in the future.

5. POC for the memorandum is SPC Hagen at 483-8289.

(original signed)
FELICIA M. HAGEN
SPC, USA
415th BSB BOSS President

j. Yearly/Quarterly Calendar. There are two basic types of event planning: short-range and long-range. Both types of planning are important because the long-range planning gives the BOSS committee a guide to work with and the short-range planning gives specific objectives and deadlines to keep events organized and successful.

Short-range planning is exemplified by a quarterly calendar, involving a space of three months which includes final preparations for events with more than three months of planning, preparing for events that take less than three months of planning and spontaneous or opportunity events where the event becomes available on short notice and the BOSS committee must act

immediately to hold the event. This quarterly calendar should be as fixed as possible by the time it comes up, being distilled down from the yearly long-range calendar.

Long-range planning is exemplified by a yearly calendar, involving planning for events based on seasons, holidays, training schedules, etc. This is where the BOSS committee can review the past year for successful events to repeat, use backwards planning to come up with realistic and efficient event agendas, and provide the BOSS program and others with a guide of BOSS activities for the upcoming year. The yearly calendar does not need to be set in stone, but should be planned well enough that it will translate into a stable quarterly calendar from which the BOSS committee can work.

(SAMPLE CALENDARS)

BOSS Events'01:

Jan:
3/10/17/24/31-Kid's Story Readings at the Library (Community)
20-Hot Shot Basketball Contest with food sales(CFK) (Recreation/Fundraising)
27-Snoball Softball/Fight (wish for snow!) (Recreation)

Feb:
10-Valentiene's Day Party (Recreation)
14- Valentine Balloon Deliveries w/Arts and Crafts (Fundraising)
21-25- Trip to the Black Forest for Faushing (Recreation)

Mar:
15-Hot Dog Sale in Babenhausen (Fundrasing)
 31 -Role Playing Games Weekend (Recreation)

Apr:
7-8- Magic Card Weekend (Recreation)
10- Blood Drive(Kelley) (Community)
16-Hot Dog Sale (Kelley) (Fundrasing)

May:
5- BOSS Banquet (Recreation)
12-Flea Market w/food sales(Babenhausen) (Fundrasing)
25-28-Trip to Scotland w/ Menwith Hill (Recreation)
31-Special Olympics (Community)

Jun:
2-Water Jam(Fundraiser/Recreation)
23-Cookout (Babenhausen) (Recreation)

Jul:

6-8- Trip to Spain (Recreation)
13-14- Love Parade in Berlin (Recreation)
27-Snoball Sale (Fundraising)
Aug:
4-Frankenstine Castle Food sales (Fundraising)
18- Amusement Park Trip (Recreation)
TBD- Menwith Hill Trip to Germany (Recreation)

Sept:
30 Aug-3 Sept- Trip to Oktoberfest (Recreation)
15-Operation Pride (Community)
29-Blind Volleyball at CFK Gym and end of fiscal year party! (Recreation)

Oct:
5-BOSS Bowling Nights (Thurs thru Mar) (Recreation)
28 -Make a Difference Day (Community)
28-Halloween Party (Recreation)

Nov:
7-Blood Drive (CFK) (Community)
22-26- Trip to London (Recreation)

Dec:
 3-Kid's Day at the PX (Community)
8-Christmas Party (Recreation)
15-Barracks Door Decorating Contest (Recreation)
16-Christmas Market Trip (Recreation)

***All dates, times and event subject to change.

VIII.   WELL BEING ISSUES AND CONCERNS
        Well being is a major concern for all military members regardless of marital status. BOSS committees are constantly confronted with issues that may fall under the arena of Well being. It is imperative that BOSS committees review issues carefully and make proper determination as to the best course of action to undertake.

        a. Well being criteria. Though several issues that are presented to the BOSS committee may be well being issues, the BOSS committee may not be the proper channel to surface the issue. BOSS committees should ensure that well being issues meet the following criteria below accepting them as a BOSS issue:

                1. Issues represent concerns of the installations single soldier rather than a few individuals.

2. Issues contribute positively to the Army goal of readiness and retention of quality soldiers.

3. Resolution of the issue is judged attainable after weighing fiscal and manpower requirements against current available resources.

When well being issues do not meet these criteria they should not be accepted as BOSS issues but determined as chain of command issues and should be handled accordingly.

b. Processing well being issues.

Once an issue has been accepted as a well being issue by the BOSS committee the issue needs to processed through the appropriate channels.

1. Research. The BOSS committee should research the information received on the issue. In several situations the answer to an issue or concern may be discovered with some research into regulations and installation policies.

2. Recommendation. Once proper research has been done into an issue the BOSS committee must establish a recommendation for the resolution of the situation.

3. Documentation. In accordance with the BOSS circular, the installation well being issue form (BOSS Form 2-R) will be used for recording and tracking all BOSS issues forwarded. Once the form is complete it should be forwarded to the MWR and senior military advisors of the BOSS program for coordination.

c. Completing BOSS Form 2-R

Block 1 - Issue. The issue should be stated as one concise statement.
Example: Amount of parking around single soldier living areas

Block 2 - Date. Requires the standard military date.

Block 3 - Scope. Within the scope of the issue the scope should define reason for the action and illustrate range of the issue.
Example:

Block 4 - Recommendation. The recommendation section allows the committee the opportunity to present a plan of action for resolve the existing issue. The recommendation should state what installations agencies should provide specific assistance.
Example:

Block 5 - Action Taken. Under this section the BOSS committee must document any previous actions taken to get this issue resolved at the lowest level. Information provide in this area should be as detailed as possible. Name of individuals that the BOSS committee has spoken with should be included with position and telephone number.

Block 6 - BOSS President. The BOSS president acts as the installation point of contact for all BOSS issues.

Block 7 - Installation CSM. BOSS well being issue must be coordinated through the installation CSM for his/her review.

Block 8 - External Coordination. Any coordination needed from external elements will be noted and their concurrence or nonoccurrence will be tracked.

Block 9 - CG Approval. The installation commander will review all information presented and approve or disapprove the recommended action.
Block 10 - Internal Coordination. All parties involved with the BOSS program will have an opportunity to review the issue and the outcome.

Sample BOSS form 2-R:

Installation Well Being Issue Form
(Read instructions in Army BOSS Circular before completing this form)

1. ISSUE:	2. DATE

3. SCOPE:

4. RECOMMENDATION:

5. ACTION TAKEN:

6. BOSS PRESIDENT/PHONE NUMBER:

7. INSTALLATION CSM:	8. MWR ADVISOR:

9. EXTERNAL COORDINATION (IF NECESSARY)

ACTIVITY	CONCUR (Y/N)	INITIALS	DATE

10. DCA

11. FOR USE BY THE CG:
(Approval / Disapproval / Other)

IX. Community Service. This deals with the efforts of BOSS representatives and their recruits to help there on and off post communities through volunteer work.

 a. This is an integral element of a good BOSS program for several reasons:

  1. Community service allows single soldiers to become involved in their community, both on and off post, thereby giving them an opportunity to get out of the soldiers' quarters and become active.

  2. Community service also allows single soldiers an opportunity to gain experience, skills and contacts that can help with future civilian employment.

  3. On post community service can save an installation a great deal of money, especially in times of tightening budgets and diminishing benefits.

  4. Community service is an honorable and good thing to do.

 NOTE: While community service is important and should be a major focus of every BOSS program, this is not to say that the BOSS program is now a source of free labor for any and every project that arises on an installation.

 b. Selecting Community Service Projects. When deciding in which community service projects BOSS should be participating, the BOSS committee should discuss:

  1. In what type of projects the BOSS committee would like to become involved and who those projects would benefit, i.e., promoting mentoring programs to help out disadvantaged youth in the area.

  2. The amount of planning required to support the project, i.e., analyze if it is worth the amount of effort to set up the project versus the amount of good the project will do.

  3. The duration of the project, i.e., is it a one-time deal or an ongoing effort?

  4. Logistical needs for the project, i.e., transportation, food and drink, and any other needs of the soldiers involved in the project.

  5. Any costs in supporting, sponsoring or running the project.

   (a) If a community service project requires the use of BOSS funds, the BOSS committee must first coordinate with the MWR advisor and financial management office to ensure funds may be used to support the proposed event. If authorized, the BOSS committee must agree on the amount of money that will be used to support the project.

   (b) SEED MONEY IS NOT INTENDED TO BE USED FOR SUCH PROJECTS.

 c. Tracking Hours. Volunteer hours should be tracked for soldiers participating in the BOSS program and BOSS-sponsored events. There are two basic ways to track volunteer

hours: 1) an individual timesheet for each soldier and/or 2) an overall timesheet for each event or project from which totals can be calculated every quarter for each soldier.

Sample Individual Timesheet:

VOLUNTEER TIMESHEET

Name: _____   Month: _____

Home Phone: _____   Duty Phone: _____

Agency: _____   Supervisor: _____

Please record hours in fractions of ¼ or ½.

Date	# of hours	Date	# of hours	Date	# of hours
1	_____	11	_____	21	_____
2	_____	12	_____	22	_____
3	_____	13	_____	23	_____
4	_____	14	_____	24	_____
5	_____	15	_____	25	_____
6	_____	16	_____	26	_____
7	_____	17	_____	27	_____
8	_____	18	_____	28	_____
9	_____	19	_____	29	_____
10	_____	20	_____	30	_____
31	_____				

Total hours this month: _____

Supervisor's signature: _____

All volunteers are requested to complete a timesheet each month. Please send a copy to the Installation Volunteer Coordinator.

Sample Event Timesheet:

Name	Unit	Phone	Start Time	Finish Time	Total hours

The MWR advisor is the approving official for volunteer hours for the BOSS program. When providing volunteer assistance to other programs, the head of the agency or their designee will be the approving official.

d. Recognition and Awards. One way to keep people happy and healthy as volunteers is to recognize and reward them for their efforts. This is a basic tenet for any volunteer organization and should be kept in mind for all BOSS functions, not just for community service projects. Recognition can be as simple as a thank you or a round of applause at the next BOSS meeting, or it can be as big as an article in the paper or an introduction to the public at the BOSS event itself. An award can also be very simple, such as a coin or a certificate of appreciation, or it can be as complex as putting someone in for the Outstanding Volunteer Service Medal.

1. In order to properly recognize and reward an individual, you must first know what they have done and when they did it. This is why soldiers are encouraged to obtain letters or other documents from the organizations in which they volunteered outlining their contributions and the time spent volunteering; or, if the soldier has only volunteered through BOSS, to obtain copies of AARs and volunteer timesheets.

2. You must determine what type of recognition and reward would be appropriate for the soldier. One way to determine this would be for the BOSS committee to approve an awards schedule for volunteer work, i.e., after five hours the soldier receives a certificate of appreciation, after twenty-five hours the soldier receives a coin, and so on. Such a schedule can also take into account the nature of the work performed. For example, a soldier who organizes and takes responsibility for a service project might be recognized more than a soldier who simply came and helped out for the duration of the project.

Sample Awards Schedule:

5 hours: Soldier receives BOSS certificate of appreciation

25 hours: Soldier receives BOSS coin

50 hours: Soldier receives BOSS plaque and T-shirt

100 hours: Soldier receives Installation Certificate of Achievement, which is signed by an O-6 and counts as promotion points.

3. Military awards are sometimes difficult to arrange for volunteers, but with the proper command support, such awards can be very effective in recognizing and rewarding outstanding efforts. For example, a soldier might be awarded an AAM for a spot award for

outstanding achievement during one specific event, or an ARCOM might be appropriate for a BOSS officer for a PCS or ETS award. Usually the biggest obstacle is figuring out who should put the soldier in for the award and what chain of command needs to approve the awards request. Look into requesting the award through the soldier's unit or through the garrison commander's office if you have no clear guidance on the issue. The necessary form for requesting a military award is the DA Form 638-1.

        4. The Military Outstanding Volunteer Service Medal (MOVSM) is one unique military award that is still relatively unknown, though it has been around for a couple of years now. AR 600-8-22, Military Awards, contains the requirements and instructions for the MOVSM.

        5. One way in which to recognize soldiers and other individuals or agencies who contribute to BOSS projects would be to hold a regular awards banquet, perhaps on a quarterly basis, where those people could be recognized officially for their efforts. Another option is to dedicate a regular BOSS meeting for an awards ceremony. Higher command should be invited to these awards ceremonies to show support for the volunteers' efforts.

        e. Suggested Projects. There is a multitude of community service projects your BOSS committee can hold or participate in, but the main idea is to get single soldiers involved in the project. Therefore, choose the project that will draw the most soldiers as well as that which will do the most good.

    Another suggestion is to set up a relationship with one or more community oriented groups or agencies, on and off post, and maintain those ties and regular participation in their events and vice versa. For example, the Ft. Hooah BOSS committee has been participating for the last three years in the Sporkton Police Department's Police Athletic League (PAL) program by recruiting mentors and coaches from among the single soldier population.

    Some ideas for community service projects:

        1. Care packages to deployed soldiers, i.e., work through ACS or the unit itself to send useful goods and recreational supplies to soldiers on deployment.

        2. Fun-run with proceeds given to a charity.

        3. Veterans' or nursing home visits, or visiting the homebound, especially during holidays, such as taking a group of volunteers caroling.

        4 Participation in the Special Olympics, i.e., recruit volunteers to help with the games held in your area.

        5. BOSS Against Drunk Drivers, i.e., organize and run a program focusing on fighting drunk driving, providing designated drivers and promoting responsible alcohol use.

        6. Big Brothers/Big Sisters programs, i.e., recruit mentors for children and promote activities.

        7. Habitat for Humanity, i.e., organize volunteers to help build houses for the needy. (Funding Restrictions)

        8. Installation Youth Programs, i.e., get soldiers involved on post as coaches, referees, chaperones, mentors or just volunteers for on post youth activities such as Little League baseball or teen dances.

X.   TRAINING
    1. There are many opportunities for installation BOSS program
personnel to obtain training.

- An annual Army Wide BOSS Conference is held each September. CFSC sends selection information through the respective MACOMs with their allocations.
- Presently EUSA, USAREUR and USARPAC conduct annual Workshops. Contact your MACOM POC for information.
- Several installation BOSS programs conduct installation workshops, to mention a few: Ft. Campbell, KY; 100th ASG, Germany; Kaiserslautern, Germany; Ft. Hood, TX. Contact your BOSS President for information, or to volunteer to assist.
- MWR offers programming training at all levels. Contact your MWR Advisor for further information.
- The National Recreation and Parks Association holds annual conferences in the fall, with emphasis on programming and partnerships. Contact your local MWR Advisor for information. Each installation has an NRPA membership.

    2. CFSC conducts implementation and rejuvenation workshops annually, see guidance below:

CFSC-SRL-B   24 Mar 00

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Better Opportunities for Single Soldiers (BOSS) Conference and Workshop Guidance

1. The Community and Family Support Center (CFSC) funds and conducts BOSS implementation and rejuvenation workshops each fiscal year. Installation BOSS programs receive a one time nonappropriated fund (NAF) grant (seed money) upon completion of a formal BOSS implementation workshop conducted by CFSC.

2. In order to properly budget, MACOMs are requested to work closely with installations to make every effort their support needs are identified. These are the procedures to request an implementation or rejuvenation workshop and support for a MACOM conference.

3. Installations requesting an implementation or rejuvenation workshop will:
    a.   Coordinate with MACOM to determine dates convenient for staffs at installation, MACOM and CFSC

     b.   Submit memorandum from installation commander (sample at encl 1)

     c.   Route request through MACOM

4.   MACOM will:

     a.   Determine need by MACOM priority

     b. Endorse and forward to CFSC (sample at encl 2)

5.   CFSC will:

     a.   Reconfirm dates

     b.   Authorize funding (actual workshop expenses)

     c.   Outline requirements (sample at encl 3)

6.   After completion of workshop, installation will forward final accounting of expenditures along with an after action report to CFSC within 40 days (sample at encl 4).

7.   Installations completing an implementation workshop must submit request for seed money after proper procedures have been completed. Based on the size of its single soldier population, the installation receives funds ranging from $3,000 to $10,000.

8.   To request support for a MACOM conference, MACOM must:

     a. Determine support required (i.e. contract speaker, funding to augment MACOM funds, etc.)

     b. Submit estimated cost of requirement to CFSC BOSS Program Manager

     c. CFSC will determine feasibility of request

     d. CFSC staff requested as speakers will be funded by CFSC

9. CFSC staff requested to speak at installation conferences will be considered on a case by case basis, due to availability of funding and staff.

10. All requests will be synchronized with the BOSS Master Calendar. Complete requests will take priority.

11. BOSS Program Manager is Sandy Nordenhold at DSN: 761-7206, COMM: (703) 681-7206, sandra.nordenhold@cfsc.army.mil

FOR THE COMMANDER:

(original signed 24 Mar 00)

Encls   MICHAEL H. WORKMAN
                                                                  Chief, Sports, Recreation
                                                                       And Library Branch

XXXX-XXX   (date)

MEMORANDUM THRU Commander (MACOM), attn: (MACOM BOSS
                    Program Rep)

FOR USACFSC, ATTN: CFSC-SRL-B (BOSS Program Manager), 4700 King
                    St., Alexandria, VA 22302-4418

SUBJECT: Better Opportunities for Single Soldiers (BOSS) Workshop

1. This memorandum is to request a (rejuvenation/implementation) workshop for Fort
    XXXXXXX.

2.   The workshop is scheduled for (dates) at (place).

3.   POC this request is (name) at Fort XXXXX at DSN: XXX-XXXX, COM: (XXX)
    XXX-XXXX, email: _____ and (name) at (MACOM) at DSN: XXX-XXXX,
    COM: (XXX) XXX-XXXX, email:_____.

                          XXXXXXXXXXXX
                          Commander,
                          Ft. XXXXXXX

Encl 1

XXXXX-XX (XXXX-XX/[date]) 1st End
SUBJECT: Better Opportunities for Single Soldiers (BOSS) Workshop

FOR COMMANDER, HQDA, ATTN: CFSC-SRL-B (BOSS Program Manager),
                4700 KING ST., ALEXANDRIA, VA 22302-4418

1. We endorse Ft. XXXXX's request for a BOSS (rejuvenation/implementation) workshop.

2. The workshop will (re-energize failing program) (set up non-existent program) (etc.) the
BOSS program for Ft. XXXXX.

3. HQ (MACOM) POC is (name) at (DSN), (Comm.), (Fax), (email).

                        XXXXXX XXXXX
                        (MACOM MWR Chief)

Encl 2

CFSC-SRL-B

MEMORANDUM THRU Commander, MACOM, ATTN: XXXX-XXX
                          (MACOM POC), (address)

FOR Commander, (Ft. XXXXXXX), ATTN: XXXXX-XXX, Fort XXXXX
                          (address)

SUBJECT: Better Opportunities for Single Soldiers (BOSS) Workshop

1. Your request to implement a formal Better Opportunities for Single Soldiers (BOSS) Program is approved. The U.S. Army Community and Family Support Center (USACFSC), along with (MACOM), will provide facilitators to conduct the workshop scheduled (date). The Fort XXXXXXX Director of Personnel and Community Activities (DPCA) is authorized to spend up to $XXXX on behalf of USACFSC for the BOSS workshop. Authorized expenditures are limited to the following:

    a. Conference Site

    b. Recreational Activity

2. The following entries will be made to your Installation Morale, Welfare and Recreation Fund (IMWRF) balance sheet:

    a. If the advance is drawn from USACFSC: Miscellaneous Payable Account 240.

    b. If your installation pays for the workshop and requests reimbursement from USACFSC: Miscellaneous Receivables Account 140.

3. The Fort XXXXXXX BOSS program will forward a final accounting of expenditures to USACFSC, ATTN: CFSC-SRL-B, The Summit Center,
4700 King St., Alexandria, VA 22302-4418. Final accounting is due NLT 40 days after the event is completed.

4. The number of single soldiers attending the workshop must be limited to 20.   Soldiers selected should reflect the demographic composition of your single soldier population. Participants should possess the following:

    a. Ability to communicate clearly.

b. Willingness to become and stay involved with this project.

c. An interest in improving the quality of life for single soldiers.

d. A minimum of six months is remaining on their tour at the installation.

5. Dress for all participants during the workshop is casual attire. Soldiers' appearance, grooming, and jewelry will be IAW AR 670-1. Duty uniform for the out brief is class B.

6. It is essential that the following installation staff members attend and fully participate in the workshop for the duration of the workshop: Army and Air Force Exchange (AAFES) representative, commissary officer, public affairs officer and representatives from the Directorates of Public Works and Logistics. The DCA personnel required to attend include: recreation center manager, club manager, marketing and commercial sponsorship manager, sports director, financial manager and the BOSS point of contact. See sample agenda (at enclosure 1a) that explains each staff member's responsibility. This is to familiarize single soldiers with installation operation and give installation staff a view of a single soldiers life (to "walk a mile in each other's shoes").

7. Soldiers will prepare and deliver an out brief on (date), at the workshop site. The following installation personnel should be in attendance: Installation Commander and Command Sergeant Major, DPW, DPCA, DOL, and all interested commanders, sergeants major, and first sergeants.

8. With your support, the BOSS workshop will be a complete success. Enclosed is a copy of the installation support requirements (encl 2a) and checklist (encl 3a) necessary to conduct the workshop. *Request this checklist be completed and returned to CFSC POC NLT 1 month prior to workshop.*

9. The point of contact for additional information and coordination at USACFSC is Sandy Nordenhold, DSN 761-7206 or Comm. (703) 681-7206. (MACOM) is (name), DSN XXX-XXXXX.

FOR THE COMMANDER:

Encl   MICHAEL H. WORKMAN
                                               Chief, Sports, Recreation
                                                 and Library Branch

Encl 3

SAMPLE REJUVENATION WORKSHOP

DAY ONE

0800HRS	OPENING, INTRODUCTIONS, GROUP NORMS, AND ICEBREAKERS (CFSC Staff)
0830 HRS	WHAT IS BOSS? (COMPONENTS AND PERSONNEL) (CFSC Staff)
0900 HRS	OVERVIEW OF WORKSHOP (CFSC Staff)

(Installation Staff will brief soldiers and staff on operation of respective activity/organization [on-site]…include good, bad and ugly…. to give the soldier an understanding of who, what, how, and why. The BOSS President and his/her council will brief installation on their life, ex. Dining facility and barracks life)

	TRAVEL TO:	BRIEFINGS BY:
0915 HRS	AAFES MAIN EXCHANGE	AAFES Manager
1000 HRS	COMMISSARY	Commissary Officer
1045 HRS	DPW	Director
1130 HRS	PAO/Marketing Office	Public Affairs Officer/Marketing Chief
1215 HRS	DINING FACILITY	LUNCH (BOSS President)
1300 HRS	RECREATION CENTER	Rec Ctr Director
1345 HRS	NCO/COMMUNITY CLUB	Manager
1430 HRS	FITNESS CENTER	Sports Director
1515 HRS	DOL	Director
1600 HRS	BARRACKS (Walk through room, kitchen common area, laundry room, etc)	BOSS President

SAMPLE REJUVENATION WORKSHOP

DAY TWO

0800 HRS	ADMIN NOTES/ICE Breaker (CFSC Staff)
0815 HRS	COMMUNITY SERVICE BREAKOUTS (CSFC/MACOM Staff)
0915 HRS	BREAK
0930 HRS	WELL BEING BREAKOUTS ISSUES (CFSC/MACOM Staff)
1030 HRS	HOW TO CONDUCT A BOSS MEETING (CFSC Staff)
1100 HRS	BREAK
1115 HRS	RECREATION AND LEISURE (CFSC/MACOM Staff)
1215 HRS	LUNCH
1330 HRS	Triad Triangle of BOSS (CFSC Staff)
1430 HRS	BREAK
1445 HRS	PREPARATION FOR OUTBRIEF OF COMMAND
1800 HRS	EVENING ACTIVITY (i.e. professional sporting event, dinner theater) (Planned by BOSS committee, ICW with MWR staff)

SAMPLE REJUVENATION WORKSHOP

DAY THREE

0830 HRS   DRESS REHERSAL FOR OUTBRIEF

1000 HRS   BREAK

1030 HRS   OUTBRIEF TO COMMAND STAFF
                  (BOSS committee)

1130 HRS   EVALUATIONS

SUPPORT REQUIREMENTS

To better facilitate the concept of the program, these are the support requirements for the workshop:

1. Workshop site
   a. Billeting
      - Make reservations for CFSC and MACOM staff to stay in on-post billeting or if off post lodging (must be near installation)
      - Single rooms
      - Three nights depending scheduled time of in-brief and out-brief

   b. Transportation/tours
      - Bus or vans to transport soldiers and installation staff to community locations on Day 1 of workshop
      - Ensure each POC for installation activity/operation is prepared to conduct tour
      - Obtain authorization for all workshop participants to eat in dining facility at scheduled time

   c. Conference rooms
      - Two rooms on both days (one 35-40 person, one 11-15 person). On the second day, the smaller room will only be used in the morning

- Tables and chairs set up in both rooms in a "U" shape or round tables
- Table for speaker in front

d. A/V and Admin support
- Flip charts w/easels
- Video Equipment
- Overhead Projector
- Computer and admin support
- Data Projector
- Screen
- If Data projector is not available
  - Printer (color, if possible)
  - Transparencies
- 3-ring, lined notebook paper (approximately 10 sheets each)

e. Social/recreational activity
- Planned by BOSS committee
- MWR will assist with planning
- Both soldiers and installation staff should attend

Encl 2a

SUPPORT CHECK LIST

1. Date of Workshop: _____

   MWR POC: _____

   Phone: _____

   FAX: _____

   Email: _____

2. BOSS President: _____

   Phone: _____

   FAX: _____

   Email: _____

3. In-brief: _____ Date

   _____ Time

   _____ Place

   Attendees: _____

(name, rank, title)

_____
(name, rank, title)

_____
(name, rank, title)

_____
(name, rank, title)

4. Out-brief: _____ Date
                _____ Time
                _____ Place

Attendees: _____
                (name, rank, title)

_____
(name, rank, title)

_____
(name, rank, title)

_____
(name, rank, title)

1

5. BOSS Team arrival and departure:

   Arrival: (This information will be provided_____ Date
            by CFSC and MACOM staff_____ Time
            to MWR POC_when in-brief and_____ Place

   Departure: out-brief time and date have_____ Date
              been determined)_____ Time
              _____ Place

6. Hotel: _____ Name
          _____ Address
          _____
          _____ Phone/Fax

7. Social: _____ What

               _____ When

               _____ Where

8. AV equipment:

Overhead _____   Screen _____   Video Equipment _____

Data Projector ____   (Other)_____

9. Supplies:

Flipcharts/Easels _____   Markers _____   Masking Tape _____

Pens _____   MWR Packet _____   Writing Paper _____

(Other) _____

10. Workshop room set up in U-shape or rounds _____

Two rooms for day 2 (for break-out sessions) _____

11. Command Information:

Commander _____

Command Sergeant Major _____

DCA _____

2

12. Mailing of workshop materials:

POC _____

Civilian mailing address _____

                               _____

                               _____

13. Number of staff attending: _____

Number of soldiers attending: _____

XI.   FINANCIAL
        The financial part of BOSS is probably the hardest and most confusing. Please
rely on your MWR advisor to answer questions or refer you to the financial management office or
resource center. The BOSS president should make an appointment with your financial office and sit
down and ask them to teach you.

        a. Seed Money.
Installation BOSS programs receive a one time nonappropriated fund (NAF) grant upon completion of
a formal BOSS implementation workshop conducted by USACFSC or a MACOM. Based on the
size of its single soldier population, an installation receives funds $3,000 to 10,000. To receive the
seed money installations must submit a formal request for the money along with the installation BOSS
SOP and 6-month activity calendar. The installation will also provide a summary of how the money
will be used. The seed money is authorized solely for use by the BOSS program.

        b.   The BOSS program is authorized the use of both nonappropriated and appropriated
funds to support the MWR leisure and recreation component of BOSS. This makes the BOSS
program a CAT B program.
-Appropriated funds are monies made available to the MILDEPs by the congress of the United States.
-Nonappropriated funds are cash and other assets received from sources other than Congressional
appropriations.
Appropriated funds can be used for such items as purchasing trophies, plaques, etc. Nonappropriated
funds include vehicles, manpower and money. You always want to use the APF before NAF monies.
APF monies can not be used for resale items. IE: The BOSS program can not make a profit by using
APF.

        c.   The BOSS committee will prepare an annual APF and NAF BOSS program
budget. As the BOSS program is part of MWR, budget preparation will be in accordance with annual
MWR program guidance provided by USACFSC and MACOMs. The BOSS MWR program
advisor will assist the committee in preparing the BOSS budget. Development of the budget should
reflect input provided by the installation committee as well as the soldiers they are representing. When
preparing the BOSS budget for the next fiscal year, consideration should be given to the BOSS
program for revenue generation during the current year.

        d.   The BOSS committee will have the final say on how BOSS funds are used.

e. Examples of items you can purchase: (APF or NAF)
    APF: Office supplies   NAF: Promotional items
f. Examples of items you can not purchase: (APF or NAF)
    APF: Food   NAF:
g. Permissive TDY can not be used at the installation level

Seed Money/Workshops

Several installation personnel have inquired about funding for BOSS. The following is an overview of how seed money was distributed and how funds to support BOSS are obtained.

When the BOSS program was launched in 1989, the U.S. Army Community and Family Support Center (USACFSC) and major Army commands (MACOMs) conducted implementation workshops at installations. These workshops were funded by USACFSC and intended to establish the base line structure of BOSS. Most installations have completed formal workshops.

Upon completion of the workshop, each newly formed BOSS committee submitted a request through their MACOM requesting "seed money" (also know as grant money) from USACFSC. In their memorandum, the committee outlined their intended use of the funds. Seed money was intended to be a one time gift used primarily for start up costs associated with the program. The amount of seed money provided to each installation varied based on soldier demographics. However, most received $10,000, the maximum amount authorized.

To ensure that any unused seed money was not swept into fund equity at the end of the fiscal year, instructions were released informing financial/accounting managers to record seed money as unearned income, a balance sheet account code. By recording seed money under this general ledger account code, the funds did not go away at the end of the fiscal year but rather, was recorded (on the financial statement) as the money was spent.

Because the guidance was not released until after some installations had already received their seed money, it was rolled into fund equity at the end of the fiscal year. The MACOMs went back to those locations and fund equity adjustments were made, restoring the money for installation BOSS committees. If you have questions regarding seed money, talk to your financial management chief.

The MACOMs may also nominate installations for "rejuvenation" workshops. These are USACFSC-funded workshops which are intended to assist installation BOSS committees which are undergoing a significant transition or encountering difficulties.

Appropriated/Nonappropriated Funds

Today, current guidance authorizes BOSS committees to budget for both appropriated and nonappropriated fund support. These funds may only be used for recreation and leisure. To ensure

proper usage of funds, purchases must be coordinated with your Morale, Welfare, and Recreation (MWR) advisor and must be in compliance with AR 215-1 and 2.

Installation personnel will begin preparing FY 02 APF and NAF budgets in late spring, early summer. Your MWR advisor must assist with this process. Remember, BOSS financial data is recorded under department code 9F. BOSS is operationally a stand along program but financially must record financial information under another program. Typically most installation financial managers will record BOSS under recreation centers or unit funds. For installations BOSS committees that are in partnership with the recycling program, department code 9F should be established under recycling. The Congress requires installations to report recycling income separately.

If installation personnel record BOSS revenue and expenses under multiple programs, ask the financial management division to provide the complete financial picture which includes a financial statement for each program which reports BOSS as a department code and a roll-up which provides an overall status of the BOSS program NAF financial position.

It is important to track your income and expenses using the financial tracking form provided in the draft circular. This will provide the needed check and balance to ensure proper credit of BOSS funds.

If the current status of BOSS funds show a committee has generated more money than it has spent and projections show funds will be available at the end of the fiscal year, seek permission to budget, at minimum, to the level of the program's projected net income before depreciation at the end of the fiscal year.

XII.   MARKETING
        Marketing is the process of informing installation personal of services and benefits of the BOSS program. The effectiveness of a marketing campaign contributes to the overall success of a BOSS program or individual event. The span of a marketing campaign can be much more far reaching than flyers and posters. Marketing campaigns include all materials and information used to assist in promoting the BOSS program or event. The medium used to market the BOSS program may vary by installation or individual event. Proper marketing of the BOSS program on an installation will improve involvement and support.

        a. Installation Marketing office.
        The installation marketing office is a great resource for the BOSS program. The amount of assistance offered at individual installations may vary depending on available resources and personnel. The services provided by the installation marketing office may range from assistance in the design and printing of flyers and posters to providing information on market research conducted on the installation. An installation marketing office is filled with personnel knowledgeable in the field of marketing. Marketing office personnel may provide creative suggestions on the most effective method the BOSS program may use to market an event. The experience of the marketing office personnel is no the only benefit to the BOSS program. The installation marketing office often has access to various installation

resources that the BOSS program may not be aware. Office personnel may also have knowledge of community resources and existing relationships with professionals in the industry. The BOSS committee is encouraged to utilize the marketing office as a valuable resource.

      b. Press Releases

When sponsoring an event the BOSS program should always consider obtaining media coverage. If a press release is used to produce an article the BOSS committee will benefit from the increase exposure, which may positively affect support and involvement. The article can also be used as a historical record of the event which can be incorporated into future briefings. BOSS committees may utilize the marketing office or PAO to assist in the coordination of press releases to the media for BOSS events. Press releases prior to an event should be concise. The press release should include the event, location, brief description, expected audience, and point of contact. The installation marketing office may also aid in the distribution of articles to internal military publications such as post newspapers, MWR publications and military networks. The external media is also an excellent source for publication. Coordination should be made with the installation marketing office and PAO for coverage by local news media.

      c. Flyers and Posters

Generally programs and events are marketed through the use of some form of print. The use of flyers and posters provides visibility for an event at a relatively low cost. When using flyers and posters to publicize events the BOSS committee must obtain enough volunteers to distribute the information. Committees should also remove old flyers once the event is complete. Personnel at the installation marketing office may provide the resources necessary for graphic support and illustration design enhancing the quality of BOSS flyers and posters. The training support division is also another possible installation source for graphic support for community service projects.

        1. Visual Appeal. Flyers and posters should be visually appealing. The use of color paper and varying type styles will aid in the catching the eye of soldiers. The use of graphics on flyers will also add to the overall appeal. Graphics should relate back to the event being promoted. Graphics should be tasteful and easy to identify. Obscure graphics will only confuse the audience. Any graphics on flyers should relate back to the event. When designing flyers and poster refrain from creating a busy or clustered look.

        2. Information. Information on flyers and posters should be confined to the pertinent facts of the event and be as concise as possible. Individuals tend not to read posters that appear to detailed or wordy. A point of contact for more information to include name, unit, and telephone number should always appear on flyers.

        3. Distribution. Posters should be displayed in highly visible location and where the target audience is most likely to frequent. For example, if the BOSS committee is sponsoring a Superbowl party, the poster may be display at the gym, barracks day rooms, installation pubs, and community sports locations. Where as posters for an Easter Egg hunt would be distributed through the housing area, at the recreation center, post chapels and youth care facilities.

      d. Direct Mail.

Direct mail otherwise known as "Junk Mail" campaign are done for large scale events to target a massive audience quickly and effectively. The benefit to a direct mail champagne is the ability to reach large numbers of individuals. However, direct mail champagnes may be costly. Resources for the developing, design, and distribution of a direct mailing may be found at the installation marketing office. BOSS committee should consult their MWR advisor when considering a direct mail campaign for guidance on installation and community policies.

e. Market Research.

Market research may provide insightful information of the individuals stationed and surrounding an installation. Market research information may aid the BOSS program in determining the types of activities and events enjoyed by soldiers on the installation. This information is then obviously valuable in the planning of a BOSS event calendar. The research information may also show the locations where soldiers frequent. BOSS committees can use this information to determine the best location for promotional materials for upcoming events. The marketing office may have resources available to conduct market research provide valuable demographic information on the soldiers on the installation allowing BOSS committees to gain insight into the type of events that may be more well received. For example, if the installation has a large number of single parents the BOSS committee may want to provide an event, which includes childcare.

XIII.   GAINING FEEDBACK

As a BOSS committee it is very important to gain feedback from the single soldiers on the installation periodically. By receiving feedback from soldiers the BOSS committee will have a better idea as to how the committee is perceived by the soldiers they represent. Through feedback the BOSS committee can receive valuable information regarding idea and activities interest to soldiers.

a. Conducting Surveys.

Surveying soldiers on the installation is an excellent way to receive input into the BOSS committee. Surveys should be short and concise. BOSS committees should determine the information they wish to obtain and develop a survey that has questions relating to that specific area. Surveys that attempt to obtain too much information on a variety of areas should be avoided.

1. The heading of the survey in general should contain space for the soldiers age, rank and possible unit. The amount of information needed in the survey header in based on the objective of the survey and the use of the information obtained. For example, if the BOSS committee wishes to conduct a survey of the various dinning facilities on post it may not be necessary to ask for the sex of the soldier in the header, but rather if the soldier is on a meal card or separate rations. Where as a survey to determine the desire to have a particular event on the installation may clarify the audience if the age and sex is include in the header.

2. Survey questions should be structured to give the soldier a choice of answers rather than open ended questions that require the soldier to write in answers. Open ended questions increase the difficulty of compiling the survey results. Survey questions should be clear and easy to understand.

3. Distribution of the survey varies depending on the objective of the particular survey. Surveys that are at not completed at the time they are received are most likely never going to be

completed. It is recommended that surveys not be distributed through the postal system. BOSS committees can conduct surveys during open meetings, during events, by visiting single soldier living areas, or dinning facilities.

        4. Survey results should be compiled as soon as the survey is completed. The results should be discussed during BOSS meetings and forwarded to the MWR and senior NCO advisor. If appropriate results should be publicized.

    b. Suggestion Boxes.

BOSS committees can also gain valuable feedback through suggestion boxes. Suggestion boxes should be in highly visible place where single soldiers frequent. Suggestion forms should be placed near the suggestion box. The form should indicate a space for the individual to place for name, telephone number and address in case it becomes necessary to contact the soldier later for clarification. The reason for this information should be stated on the suggestion form. Suggestion boxes should be emptied regularly. Comments should be compiled and discussed during committee meetings.

XIV. PRESENTATION SKILLS.

    a. The ability to give a presentation is a necessary skill for any BOSS representative, especially as an officer, because presentations on BOSS are one of the main ways in which information about BOSS is disseminated.

    Unit representatives should be:

        1. Briefing their unit command on a regular basis, i.e., the company commander and first sergeant;

        2. Making announcements in formations when appropriate, i.e., right before a PT formation, tell the company about any upcoming BOSS events;

        3. and holding any necessary meetings on the unit level, i.e., company BOSS meetings to put out and take back information.

    BOSS officers should be:

        1. Briefing the installation command on a regular basis, i.e., quarterly meetings with the installation commanding general and command sergeant major;

        2. Holding installation BOSS meetings;

        3. Giving newcomers' briefings to incoming soldiers, either at the replacement detachment or at the units themselves;

        4. Giving newcomers' briefings to incoming company commanders and first sergeants;

        5. and giving briefings on BOSS to any unit requesting the presentation.

    b. Some basic points about doing presentations:

        1. Be prepared. When giving a briefing or presentation, formal or informal, the more prepared you are, the better. Being prepared is a matter of knowing what the presentation is about, to whom the presentation is directed, the size and composition of your audience, the amount of time you have and a general "feel" for the mood of the audience. Being prepared is also a matter of having the right type and quantity of materials to supplement the presentation and being properly attired for the situation.

Remember the K.I.S.S. principle: Keep It Simple, Stupid! The most effective presentations are those that are geared to the audience and present the information in a clear concise manner.

For example, SPC Parsley is told he will be briefing his brigade senior NCOs next week on BOSS. He asks and is told the purpose is not a general briefing on BOSS, but only a quick briefing on upcoming events and any outstanding problems with the soldiers' quarters. Next he asks and is told the audience will be all the senior NCOs in his brigade, from SFCs to the brigade Command Sergeant Major. He is then told he will get about fifteen minutes for the briefing. SPC Parsley, having given briefings before to various unit commands in his brigade, knows that the overall sentiment regarding BOSS, while not hostile, is not friendly either.

He decides to use some overhead slides to show what events are coming up, hand out copies of the BOSS minutes and distribute a list of problems with the soldiers' quarters that the unit could address. His attitude will be straightforward and not overly friendly or joking as he often is with the various unit level meetings he holds within the brigade. He will make sure his BDUs are pressed, boots shined and hair cut before the briefing.

2. Prepare an agenda for the briefing. Even if the presentation is very informal, it is wise to have an outline of the points you want to address. If the presentation is formal and extensive, you may want to distribute copies of the agenda to your audience so that they may follow along as you brief them. Do your best to stick to your agenda so that you get your message or points across, but be ready to adapt because no agenda is ever perfect and very few crowds ever allow you to stick to your agenda exactly.

3. Practice your presentation. Before you make your presentation, practice it. If it is an informal easy presentation, you may just want to review your questions and points before you go in, but for a formal complex presentation, you may want to get some friends or co-workers involved to act as the audience and run through the full presentation with materials and props.

When practicing, work on keeping your voice clear and at the appropriate volume for the venue and audience. For example, when in a large auditorium with no PA system, you will practically need to shout, whereas when you are briefing in a small room around a table, a normal conversational tone will be right. Most of this is common sense, but practicing helps keep it all in mind and reduces nervousness about presenting.

One thing people tend to do when they get nervous is to talk faster, perhaps to get the presentation finished in less time. However, the faster you talk, the tougher it will be for the audience to follow your train of thought. This is another area where practicing may help you relax and focus on presenting in a clear and concise manner.

4. Always arrive early. Punctuality is a good quality for any purpose, but when giving a presentation, it is good to get there a little early because it gives you the opportunity to scout the terrain if you are unfamiliar with the venue, get an idea of the audience as they are arriving or what they are like if you are merely one in a series of presenters, and lets you have plenty of time for preparation.

5. Address your audience. Welcome and thank your audience for being able to be there, if it is appropriate, and specifically recognize and thank any VIPs in attendance for the presentation.

For example, Ft. Hooah is having an installation level BOSS workshop and MG Horace Bailey, the installation Commanding General, and CSM Loretta Smith, the installation

Command Sergeant Major, are in attendance for the opening remarks. SGT Trelod, the BOSS president, opens his remarks by thanking all the attendees for coming and then recognizes and thanks MG Bailey and CSM Smith for taking time out of their busy schedules to come and show their support for the Ft. Hooah BOSS program.

In a different scenario, however, such remarks might not be appropriate, such as when SGT Trelod is giving a ten minute briefing to incoming soldiers at the replacement detachment at Ft. Hooah. There he might simply remark that he is glad that they, the new soldiers, have come to Ft. Hooah and as BOSS president, he is pleased to be able to brief them.

6. Motivate your audience. Few things are worse than sitting through a boring presentation, especially when that presentation is on a topic that should get you interested and excited. There are many tactics you can use to get your audience's attention and keep them listening and involved depending on the situation and what type of presentation you are making.

a) One of the most effective methods to keep audience interest is to get the audience involved. Ask questions and listen to the answers, incorporating them into the presentation to make points, or ask for a show of hands of people interested in something you are addressing. Don't stand at the podium and speak, walk around the audience and look at the people to whom you are speaking. If you have given handouts to the audience, refer to those handouts throughout the presentation so that the audience looks at them, thereby hearing your voice and reading the handout and receiving the information twice.

For example, PFC Walter Chang, the Ft. Hooah BOSS Vice President, is giving a newcomer's briefing at the replacement detachment. To begin with, he asks how many single soldiers are in the audience. Then he may ask if anyone has heard of BOSS before and what it stands for. He uses the answers in explaining what BOSS is and what the Ft. Hooah BOSS program does, and then asks if any of the soldiers enjoy different sporting events, such as basketball and bowling. PFC Chang then explains that the BOSS program holds several different sporting events every year and how that is one way of working on the core components of the BOSS program.

b) Humor is also effective because it breaks the ice, gets the audience comfortable and gives you something light to contrast against serious issues if they are discussed. This is a tactic that can backfire, however, depending on both you and the audience. If you get up there and use inappropriate or vulgar humor, you can lose the respect of your audience. Similarly, if you get up there and the only thing you do is clown around, the audience may not take your presentation seriously. In addition, if the audience you are addressing is obviously not in the mood for humor or one where humor would be inappropriate, an attempt at humor can also lose their attention and respect. While humor can be very effective, be careful how you use it.

c) Using buzzwords and catchphrases is a useful tactic as well, though again, you must be careful. For example, if addressing a group of soldiers from an airborne unit, you might throw in an occasional "Airborne!", especially if you are airborne qualified yourself, but it would not be appropriate for a non-airborne unit. Another example would be using "Hooah!" when addressing a group of soldiers, but not when addressing the Officer's Wives Club. Slang words or phrases may be useful as well, again depending on the audience.

d) Vary your speaking voice throughout the presentation. Avoid speaking in a monotone or like a carnival barker and focus on maintaining a conversation with your audience. Also be conscious of your body language and using your hands when speaking. If you hang on the podium,

it shows nervousness; if you pace around too much, it is distracting for the audience. Similarly, if you use your hands too much when you speak, it is also distracting because the audience looks at your hands instead of listening to your voice. Appropriate use of movement and hands during your presentation is very effective, just be aware of what you are doing.

       e) Perhaps the most important method of keeping your audience interested is making an organized, clear and appropriate presentation to your audience. If you are giving a briefing on BOSS to an audience unknowledgeable on the topic, too much detailed information may lose or annoy your audience, just as if you gave an overly simplified briefing to an audience familiar with the BOSS program and its workings. Looking and sounding organized, even if you don't really feel organized, gives your presentation a professional feel that will keep the respect of the audience, just as will keeping the presentation clear and focused rather than going out on tangents.

       7. Using audio-visual aids is very useful when making presentations, but they must be appropriate for the audience. Overkill on A-V can detract severely from the presentation because the audience can quickly get bored or confused while you are switching back and forth between the various media.

       Some different types of audio-visual aids include:

       a) Overhead slides: the favored method for presentations in the Army. Overheads can be very effective, but they are most effective when they are clear and concise, not cluttered with extraneous graphics and the text displayed in an easy to read bullet format. The overhead slides on plastic transparencies are giving way to computer generated overhead projections, which allow for more creativity and a cleaner presentation but also invite further clutter and fanciness.

       b) Video: very effective if the equipment is adequate for the venue and the audience. VCRs and monitors are typically what are used to show videos for presentations, though sometimes they are ineffective for large crowds. Video projection can be the best way to go because it puts the video on a big screen in front of the whole audience, though video projection is not available everywhere and may be too much for a small group.

       c) Flipcharts: good for work in a small to medium size group, especially if the purpose of the presentation is to get feedback or answers from the group. Whoever is the scribe for the presentation should be able to write quickly and clearly.

       d) 35mm Slides: good for a fixed presentation, though it takes a while to prepare if any graphics are included. Remember to put the slides in the carousel properly! (You may wind up with your pictures and graphics upside-down and backwards.)

       e) Props: useful if you need to demonstrate something or use it as an exhibit, such as a piece of carpeting regarding the topic of barracks renovation. Props are also often used for humor as sight-gags, i.e., the rubber chicken.

   c. Other useful tips:

       1. When making a presentation with more than one speaker, make sure you do not interrupt, contradict or step on each other during the presentation. You need to present a team effort to your audience -- otherwise, it looks as though you and your co-speakers are disorganized and your presentation loses effect.

       2. Don't be afraid of making presentations to high ranking individuals -- the highest ranking person in the entire military is a person, just like you, and most will understand if you are

nervous or make mistakes. Remember: if you have been asked to speak to them, they want to hear what you have to say.

Not to overstress the point, but the K.I.S.S. principle is something you should live by. Avoid over explaining or under explaining the material in your presentation. Part of this is being properly prepared for the situation, i.e., knowing whom your audience is and what exactly you want to get across to them.

XX. GENERAL INFORMATION

a. Getting and keeping the Chain of command support.
Need to educate CoC on the BOSS program. Clearing up the misunderstandings on BOSS.
Develop a working relationship with soldiers and Chain of Command.

b.   Where to go for help:
Army Community Service (ACS), Army Emergency Relief (AER), AAFES, Commissary.

c.   How to order merchandise.
Contact a vendor IE: Carolina Specialties, McGraphix. Have them send you a catalogue and get with your MWR advisor and they will be able to explain what items you can purchase.

XXI. CIP

"SAMPLE"

BOSS CHECKLIST (INSTALLATION)

Proponent Agency is BASOPS
UNIT INSPECTED: DATE:
UNIT REPRESENTATIVE: PHONE:
EVALUATOR: PHONE:
UNIT RATING:
Rating Criteria:
(Items identified by the asterisk(*) on this checklist are considered critical during this evaluation.)
o COMMENDABLE - All areas checked "YES", indications of efforts above and beyond the minimum required. No on-the-spot corrections.
o SATISFACTORY - One area checked "NO", no recurring deficiencies.
o MARGINAL SATISFACTORY - Two areas checked "NO", no findings indicating serious systemic problems or negligence.
o UNSATISFACTORY - Three or more critical items checked "NO". One or more recurring critical deficiencies from previous inspection. Evidence of serious systemic problems or negligence.
NOTE: Evaluators using this checklist are encouraged to note areas not specifically covered but which may need future attention. Such notes will not be used as a basis for determining the unit rating.
BOSS PROGRAM
YES   NO   NA
1. Is the BOSS office adequate, neat, clean, and furnished consistent with available facilities?
2. Are there sufficient signs throughout to identify the location of the BOSS office?
3. Is the BOSS office centrally located and convenient for the majority of personnel?

INSTALLATION COMMANDER'S RESPONSIBILITIES

	YES	NO	NA
4. Does the installation have an enlisted BOSS coordinator position?			
5. Did the Installation Commander appoint a MWR program advisor to assist single soldiers with BOSS program operations and training?			
6. Did the Installation Commander appoint someone (Installation BOSS President) to develop and publish standing operating procedures for the installation BOSS program to include designated meeting space?			
7. Does the Installation Commander ensure education and training on the BOSS program is given to military and civilian leadership?			
8. Does the Installation Commander ensure that a BOSS committee meets on a monthly basis?			
9. Does the Installation Commander monitor or resolve single soldier issues?			
10. Does the Installation Commander forward all issues that cannot be resolved to higher headquarters?			
11. Does the Installation Commander provide feedback to single soldiers on status of issues forwarded to higher headquarters?			
12. Does the Installation Commander send an installation headquarters command representative to meet with the BOSS committee on a quarterly basis regarding the overall status of the program?			
13. Does the Installation Commander provide a single soldier representative to sit on installation committees such as AAFES committee and the installation MWR committees?			
14. Does the Installation Commander review the minutes from the BOSS meeting?			

INSTALLATION COMMAND SERGEANT MAJOR RESPONSIBILITIES

	YES	NO	NA
15. Does the CSM develop methods for single soldiers to surface issues?			

16. Did the CSM establish unit BOSS committees if appropriate?			
17. Does the CSM provide time for single soldiers to attend meetings?			
18. Does the CSM ensure single soldiers are informed about BOSS related activities?			
INSTALLATION BOSS COMMITTEE			
	YES	NO	NA
(INSTALLATION BOSS PRESIDENT)			
19. Does the BOSS President ensure a record of all single soldier issues are maintained, tracked, and reported?			
20. Does the BOSS President plan, preside over, and facilitate installation level BOSS meetings?			
21. Does the BOSS President ensure the meeting minutes, with attendance figures, are prepared and forwarded to the installation commander for approval?			
22. Does the BOSS President ensure an installation ledger of BOSS program revenue and expenses is maintained?			
23. Does the BOSS President supervise all installation BOSS sub-committees?			
24. Does the BOSS President provide information about and education of the BOSS program as requested?			
25. Does the BOSS President report issues, concerns or special requests to the installation commander through installation CSM?			
(INSTALLATION BOSS VICE PRESIDENT)	YES	NO	NA
26. Does the BOSS Vice President assume the duties of the president in his or her absence?			
(INSTALLATION BOSS SECRETARY)	YES	NO	NA
27. Does the BOSS Secretary assume the duties of the president or vice president in their absence?			
28. Does the BOSS Secretary record and prepare minutes of BOSS committee meetings?			

(INSTALLATION BOSS TREASURER)	YES	NO	NA
29. Does the BOSS Treasurer maintain and verify the financial condition with MWR program manager?			
30. Does the BOSS Treasurer prepare and render financial reports at meetings, as needed?			
31. Is the BOSS Treasurer responsible for cash controls at all events where money is involved?			
BOSS PUBLICITY	YES	NO	NA
32. Is the BOSS program included as part of the newcomer orientation?			
33. Are BOSS posters and displays featured at all locations frequented by enlisted personnel?			
34. Does the command publicize the BOSS program and BOSS related activities?			
ADMINISTRATION	YES	NO	NA
ADMINISTRATION	YES	NO	NA
35. Does the BOSS representative have the required regulations on hand?			
36. Does the BOSS representative maintain a file system IAW Marks?			
37. Does the BOSS program have an annual budget on file IAW 608-97-19			

REMARKS

BOSS CHECKLIST (BRIGADE/ BATTALION/IJNIT)

Proponent Agency is BASOPS

UNIT INSPECTED:	DATE:
UNIT REPRESENTATIVE:	PHONE:
EVALUATOR:	PHONE:
UNIT RATING:	

Rating Criteria:

(items identified by the asterisk(*) on this checklist are considered critical during this evaluation.)

o COMMENDABLE - All areas checked "YES", indications of efforts above and beyond the minimum required. No on-the-spot corrections.

o SATISFACTORY - One area checked "NO", no recurring deficiencies.

o MARGINAL SATISFACTORY - Two areas checked "NO", no findings indicating serious systemic problems or negligence.

o UNSATISFACTORY - Three or more critical items checked "NO". One or more recurring critical deficiencies from previous inspection. Evidence of serious systemic problems or negligence.

NOTE: Evaluators using this checklist are encouraged to note areas not specifically covered but which may need future attention. Such notes will not be used as a basis for determining the unit rating.

BOSS PROGRAM

	YES	NO	NA
1. Is the BOSS office adequate, neat, clean, and furnished consistent with available facilities?			
2. Are there sufficient signs throughout to identify the location of the BOSS office?			
3. Is the BOSS office centrally located and convenient for the majority of personnel?			

SELECTION, ASSIGNMENT, UTILIZATION	YES	NO	NA
OF BOSS REPRESENTATIVES			
4. Does the command have a BOSS representative appointed in writing?			
5. Does the command have an alternate BOSS representative appointed in writing?			
6. Does the command have a BOSS committee?			
7. Does the command provide adequate time for single soldiers to attend meetings?			

8. Does the BOSS representative attend all scheduled meetings?			
BOSS PUBLICITY	YES	NO	NA
9. Has the brigade/battalion CSM and unit I SG educated, informed, and ensured the NCO support channel supports the BOSS program?			
10. Is the BOSS program included as part of the newcomer orientation?			
11. Are BOSS posters and displays featured at all locations frequented by enlisted personnel?			
	YES	NO	NA
12. Does the command publicize the BOSS program and BOSS related activities?			
ADMINISTRATION	YES	NO	NA
13. Does the BOSS representative have the required regulations on hand?			
14. Does the BOSS representative maintain a file system IAW Marks?			
15. Has the command established a BOSS SOP?			

REMARKS

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